

The Cornell

HOTEL AND RESTAURANT ADMINISTRATION

Quarterly



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Research Issue

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DE HONESTA VOLUPTATE
by Platina
The first printed cookery book
the oldest one in our library, was
printed in Venice, 1474



(Top) Miss Simone Vincens, French librarian who catalogued the Vehling Collection, points to the title page of Pliny The Elder's Natural History, published in Latin by Ponset Le Preux of Paris in 1513. This book is based on the manuscripts of Pliny who died during the eruption of Vesuvius at Pompeii in 79 A.D. The plate (shown slightly enlarged immediately above) is decorated with woodcuts.

The first printed cookbook, Platina's *De Honesta Voluptate* (1474) is pictured above against a background view of other incunabula included in the Joseph Dommers Vehling Collection at Cornell University. This Collection, now owned by the School of Hotel Administration Library, was the gift of Mrs. E. M. Statler.

The Vehling Collection

Many of us who are active practitioners of the arts of public hospitality are so preoccupied with our daily tasks that we give little thought or attention to the status of our profession.

We are so busy planning, building, furnishing, decorating, staffing, cleaning, maintaining our hostelrys, so busy selling our accommodations, so busy serving our guests and speeding them eventually on their way that we rarely pause to recall that ours is an old and honorable profession, that our predecessors in office have over many centuries provided the wandering traveler, whatever his errand, a home away from home.

We have been so concerned with the planning of our menus, with the selection and training of our cooks, with the selection, purchase, preparation and service of our foodstuffs, our potatoes and our cabbage, our caviar and our *foie gras*, we have to watch so closely the food percentage and the steadily climbing payroll, that we have no time to remember that the preparation and service of food, prosaic or esoteric, life-sustaining only or palate-delighting, has been a major concern of the human race for more generations, for more centuries, than recorded history or even the history of the paleontologist can describe.

Only occasionally do we recall the place that hospitality, that food and drink have occupied in our literature and arts, do we realize how frequently our dramatic stage is set for the dining room of a great hotel or restaurant, or that one of the most poignant scenes in Christian history was enacted at the doorway of an inn.

It will pay us now and then to pause and realize how truly important we are. Let us look for instance at the important place the preparation and service of food has had in all our literature, and especially that of the ancients.

Through the generosity of Mrs. E. M. Statler the School of Hotel Administration is privileged to possess in its library the great classical cuisine collection of Joseph Dommers Vehling, some items of which are illustrated on the opposite page.*

Let us contemplate the recognition given to the culinary art by the savants of all time. Let us realize that our profession is truly an old one, one of deep and rich traditions. Let us hold our heads high in pride in the service we render mankind. Let us strive always to maintain and strengthen the best of those traditions while through continued application and exploitation of the advances of science we steadily improve our service to mankind.

Joe Vehling

*More details concerning this Collection are given in "Food, Culture, and Customs" on page 46.

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Volume 2, No. 2

THE CORNELL HOTEL AND RESTAURANT ADMINISTRATION QUARTERLY is devoted to disseminating technical knowledge and research relating to hotels, motels, restaurants, clubs, industrial feeding, hospitals, and institutions generally.



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*The opinions expressed herein are those of authors
and not necessarily those of Cornell University.*

What the findings show:

ELECTRONICS MACHINES

H. Alexander MacLennan

Vice President, Hilton Hotels International, Inc.

Mr. MacLennan is an outstanding figure in the hotel industry because of his wide experience in operating large hotels. Before joining Hilton Hotels, he managed the Cardy chain of hotels in Canada which included the Mount Royal in Montreal and the Prince Edward in Toronto.

Mr. MacLennan was vice president of the Hilton Credit Corporation during the time when data processing was being applied to Carte Blanche operations. He was primarily responsible for interesting the Statler Foundation in aiding the Cornell study on hotel automation. Presently he is taking an active part in furthering this project.

Prof. C. I. Sayles
School of Hotel Administration
Cornell University

The Giant with a Blank Brain

Electronic machines as presently available have a tremendous capacity to work. It is unfortunate, though, that they have been nicknamed "electronic brains," as this description could not be more incorrect.

Electronic machines have absolutely no power to think. Every move they make must first be carefully thought out by others and then programmed into the machines. A baby knows enough to cry when hungry. Yet, an electronic machine doesn't unless some person has thought out ways and means for it to do so and installed that procedure into its operation.

Because this limitation is not recognized by many persons wanting to use these machines, the development of electronics for business procedures has been impeded. Such misconception has led to ill-advised installations that have given electronic processing a poor reputation.

The improper calculation of capacity is another roadblock to the proper planning for electronic machine use. There is a tendency to take the capacity of a machine to do a certain function and then estimate the number of times that function must be performed. This is followed by a reference to the rental cost for the machine and, after rapid mental calculations, the decision is reached that the installation would be economical.

Important cost factors that must be considered are the down time and a proper correlation of machine time within the system. When these factors add to the cost of the functions performed, the blame is often erroneously put on electronic processing rather than upon the inadequate evaluation of the system's magnitude and its cost.

Providing "Intelligence"

Providing electronic machines with intelligence (programming) for normal operation is a long, hard, expensive operation. Even then the number of variations from the normal must still be provided for. The machine doesn't recognize variations if someone has not instructed it to do so. Each variation requires a new set of instructions.

The aid of professional consultants is essential for proper programming. Otherwise, the system may be undervalued in time consumed or in its ability to perform the functions required of it. If the system must be corrected, the cost of the system may make it uneconomical. Instances in which such changes were required have led to unfavorable comments concerning electronic systems.

Machine Selection

Too often a function to be performed is related to one machine which would perform the major part of that function. Little if any thought is given to input and output.

Machines are often ordered on much the same basis as one buys a new automobile. The salesman makes certain general statements about the capacity of the machine. The customer relates this information to his problem. Then, he selects a machine without giving proper consideration to the auxiliary machines required to complete the system. The result is that, having selected the main machine, a system must be put together to fit it.

Had a proper system for handling the function been worked out by professional consultants, it is possible that an entirely different group of machines would have been selected. Moreover, the cost of the system would have been less and it would have functioned more efficiently.

Establishing an Electronic System

The following steps should be followed in any program to establish an electronic system to perform business functions:

1. Management should clear its thinking of any system, mechanical or manual, that is in present use.
2. Management should then determine what functions they want to perform providing they could have whatever was useful to them.
3. Management should then relatively evaluate these functions in terms of one another and list them in order of their importance.
4. The services of electronic systems consultants should be engaged.
5. Management and the consultants should carefully study the list of functions (as prepared under No. 3 above) and select an area or areas which might give proper scope for electronic processing.
6. After management and the consultants have agreed that there is a possible area for the use of an electronic system, a preliminary study should be made of the electronic equipment available.
7. The consultants should next narrow down the types of equipment that might be of use and then prepare preliminary systems based upon this equipment. (Because new electronic machines come on the market frequently, it is necessary to consider not only that which are available but, insofar as possible, those still on the drawing boards.)

8. Management and the consultants should make studies of these systems as to convenience, results, and cost.

These steps will probably be repeated several times before the consultants and management are ready to determine a final system and to select the hardware.

The reader will do well to note that little reference is made to salesmen and manufacturers' representatives. The manufacturers' programmers will be of assistance to the consultants in determining the full capacity of the machines. But the study of possible systems and machines should be kept quite independent of the representatives of manufacturers.

Characteristics of Electronic Equipment

At this point I should like to mention several important characteristics of electronic equipment:

- Electronic equipment is expensive.
- Its capacity to work is very great.
- It is most effective where certain functions must be repeated over and over.
- The wider the variation in the functions an electronic system is required to do the more expensive it is.

It can be concluded from these characteristics that, to begin a study evaluating an electronic system, the field studied should be one where the volume is great and the variations, though somewhat limited, are of sufficient magnitude so that the manual labor to be replaced represents a sizable volume of expense.

A Large Project Is Essential

Innovations are generally first tested in a small project. When the result is satisfactory, larger projects are then tried. In my opinion, this is the wrong approach. Electronic systems do not get a fair trial unless the job to be done is a large one where the existing expense to be replaced is great or where the new result to be obtained is of major importance. It is not necessary to gamble. But it should be pointed out that the cost of the attempt to use the system will not be small.

Manual operation should not be mixed with electronic operation. There may be certain parts of the system which will function in themselves better manually. However, once the data for a job has been reduced to a form usable in electronic machines, it is better to proceed by machine throughout the whole system or at least

to the point where the final processing will all be done by some means other than electronic.

Thus, to ascertain whether or not an electronic system can be advantageous in hotel operations, we must start with a big function. To get a problem of sufficient size, it may be necessary to perform a function, or a group of functions, for more than one hotel. This project will be expensive and probably beyond the means of a small or even a large hotel. Fortunately, electronic systems can be made available to more than one hotel without creating situations that are objectionable or difficult.

A Project Example

A problem of the size and type which seems to lend itself to this exercise would be the full accounting requirements of several large hotels located near one another in the same city. The project should include all revenue and expenses so that a profit-and-loss statement could be produced by the machines. (Although this suggested problem is not the only area where a study could begin, it does indicate the size and type of function required to give an electronic system a fair test.)

As this project should cover several hotels relatively close to each other geographically, the project would probably provide for equipment in which all transactions could be reduced to data placed on magnetic tape. These tapes would be produced during the day. At the close of the day, the tapes would be transported manually to the computer and processed through it.

It is interesting to note that all data could be fed into the computer and the result in profit or loss recovered on magnetic tape and returned to the individual hotel with complete secrecy. Because of the high cost of printers, however, it might be preferable to return the data to the proper hotel in printed form.

Another feature is that—by using a reasonable amount of data based on estimates—a daily profit or loss statement could be produced which could be cumulative for any given period. This statement would be available to management early each morning following the day on which the transactions took place.

It is not proposed that the field of accounting referred to here be the one upon which these studies should commence. This simply provides an example of the size and scope of the beginning study. Before the actual study begins, the field

that I have mentioned should be carefully studied and compared with others. For some reason there is a trend to converting payroll to electronics before anything else is done. Payroll is not necessarily the best field for a test—or the worst. It does, however have some limitations.

Expanding the Use

When some major field of hotel operation has been studied *on a large scale* which indicates electronics can be successfully used, then it is possible to expand the study in two directions:

1. There will be an opportunity to try to apply an electronic system to many smaller functions. As for example, whereas the proven study covered a group of large hotels, it could be determined whether electronics could serve one hotel or a group of small hotels in the same way. Or a study could be made of a completely separate function, such as accounts receivable or accounts payable or both.
2. The study could then be expanded to determine the extent to which the system could be developed to increase the scope of the work to be done. Again, using the example of processing revenue and expense data to get a profit or loss statement, the system could be programmed to divide revenue figures into cash or accounts receivable, and post the accounts receivable to an accounts receivable ledger.
3. In the same way, wage expense could be broken down into various departments and to payroll records from which the payroll checks could be prepared. In this manner it might be possible to post all balance sheet accounts and thus prepare a balance sheet daily. Other fields which could be added to a proven area would be the production of data valuable in establishing expense controls as well as certain sales aids.

In other words, what we are proposing here is that our intelligence department (a group consisting of hotel managers, hotel accountants, and electronic systems consultants) find a proper area in which to establish a beachhead to gear electronic processing to hotel operations. Once the beachhead is established, the study can be expanded in many directions. Just as the invasion of Europe in the last war was doomed to failure on anything less than large scale, similarly the first study of the use of electronics in hotel operation should also be one of large scale.

Findings of Past Surveys

In 1956 certain studies were initiated on the use of electronics in hotel operations. Although they were not set up on a basis comparable to that now being carried on by the School of Hotel Administration at Cornell University, nevertheless they were important and certain progress was made. These studies indicated that hotel operation presented a fertile field for the use of electronics.

Two major areas for further study were definitely indicated. One of them—the establishment of service centers, has considerable promise for a large segment of the hotel industry.

Service Centers. There is the possibility of establishing service organizations to handle the accounting for hotels, even hotels of relatively small size. For example, many hotels today are doing away with their laundries because laundry machinery has become so efficient and expensive that it is more satisfactory and less costly to have the work done outside. A commercial laundry thus does the work for several hotels.

The same principle may be just as valid in accounting. Electronic machines are efficient and expensive. If a service bureau is established to serve hotels, it is possible that it could take over most or all of the accounting for several independent hotels. And, as previously mentioned, privacy can be maintained in the matter of reports.

Hotel Systems. Another great possibility for further study relates to multiple hotel operations. A hotel system could establish its own computer center and connect each of its units to the center by private wire. Such a system is already operated by the Sylvania Electric Company whereby all of its state-side establishments are served from one computer unit in upstate New York.

Having established such a center, in theory the study could then proceed to planning a system to handle as many functions as possible in this center. The most difficult, but probably the most rewarding, would be the keeping of front office accounts. Any procedure that would relieve the delay and confusion during heavy check-outs in large hotels and at the same time increase the accuracy of accounts while reducing the cost of the whole function would be a major step forward.

Payroll would be an important function to add to the system as would accounts receivable and

accounts payable. Using a high-speed printer with these functions, checks could be produced both for accounts payable (and this could probably be made selective to provide for discount dates) and for payroll. Detailed statements could no doubt be produced for accounts receivable not only on the first billing but also on succeeding billings if there were any.

The computer center could probably serve the reservation system in most spectacular ways. A full availability of types of rooms might be kept readily available for all hotels and by all hotels. This information might be extended to include agents.

Summary

It is easy to let one's imagination run to the many functions that could be performed. But we must remember that at present these are castles in Spain. Between now and the achievement of these objectives, if they can be achieved, there are long, hard studies of systems and equipment, accompanied by error and second, third, and fourth trials. There will then be great expense for construction, organization, programming, and testing.

Success is not assured until the electronic system is working, giving better results than were previously available and at reduced expense. It will take not days or weeks, or months, but years. This endeavor appears to be worth a try.

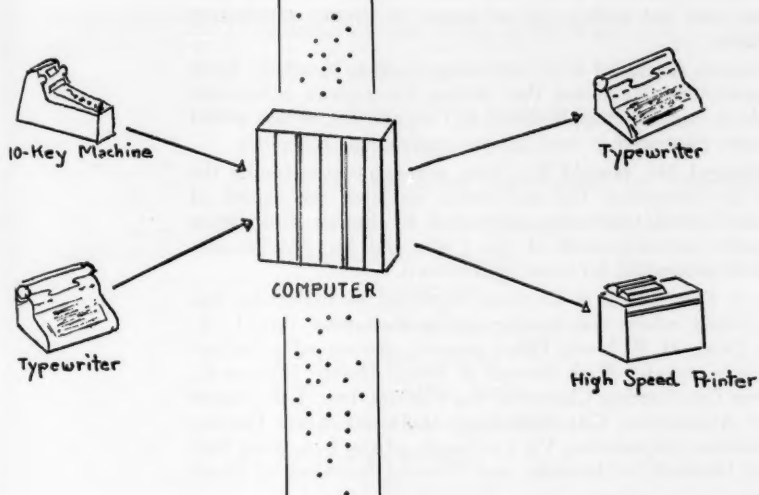
Binary Table for Electronic Programming

The theory of binary arithmetic is involved in programming data for electronic machines. The chart given below provides some concept of the working of this system:

		<u>Principle:</u>		$0 + 0 = 0$ $0 + 1 = 1$ $1 + 1 = 0 \text{ (carry 1)}$
<u>Binary Table</u>				
0000 = 0				
0001 = 1				
0010 = 2				
0011 = 3	←		.	.
0100 = 4				
0101 = 5	←		.	.
0110 = 6				
0111 = 7				
1000 = 8	←	.		
1001 = 9				
1010 = 10				
1011 = 11				
1100 = 12				
1101 = 13				
1110 = 14				
1111 = 15				

<u>Example:</u>	
0011 = 3	
0101 = 5	
1000 = 8	

(Reading pulse or no pulse electronically)



AUTOMATION FOR HOTELS

a report to the

SCHOOL OF HOTEL ADMINISTRATION
CORNELL UNIVERSITY

by
William R. Fair
Earl J. Isaacs
Edward M. Lewis
John J. Wilkinson

FAIR, ISAACS & CO., Inc.
San Francisco, California
July 2, 1961

DATA PROCESSING FOR HOTELS

Mr. H. A. MacLennan, vice president of Hilton Hotels International, first became interested in possible applications of data processing for his company several years ago. A rather extensive study was made which indicated data processing at that time was not sufficiently advanced to permit satisfactory solution of hotel problems.

Later on, Mr. MacLennan employed data processing systems to set up Carte Blanche credit card operations. He found that during the interim substantial progress has been made in computer applications and equipment, to the extent that once more he became interested in working out applications for hotels.

Mr. MacLennan interested Mr. Harold B. Callis, managing director of the Statler Foundation, in his viewpoint. The end result was that the School of Hotel Administration at Cornell University, supported by Statler Foundation funds and the enthusiastic encouragement of Mr. Callis and Mr. MacLennan, undertook a study of data processing for hotel applications.

The consulting firm of Fair, Isaacs & Co. was employed to undertake this study jointly with the School, which was represented by the writer, Prof. C. E. Cladel, and the former Dean, H. B. Meek. Other persons who served as technical advisers for the project include: Mark Armani of Hilton Hotels; Edward C. Callis of the Union News Co.; Gordon Cleator of Bar Control, Inc.; J. S. Fassett of the American Hotel Association; Gus Killenberg of Harris, Kerr, Forster; Harold Lane of the Sheraton Corporation; Vic LaTemple of the New York Bell System; John Lesure of Horwath & Horwath; and Howard Schoener of Hotel Corporation of America.

From the outset there was widespread interest among hotelmen and hardware manufacturers in the progress of these studies. To meet this interest, an interim report was produced in January of this year which met with immediate response from hotel operators. This interest was so active that work was temporarily suspended on the original effort to make a detailed study to determine the feasibility of providing a data-processing center for seven large New York City hotels, representing a total of about 12,000 rooms.

Presently, this feasibility report is semi-confidential in nature and has thus been restricted in its distribution. It does, however, show great promise. Studies are now being conducted to determine the type of equipment, the units, and the exact application of data processing for these seven hotels.

During the course of this study, it has been extremely interesting to note how ideas have been born, grown, developed, and then abandoned for better ideas. It has been gratifying to receive contributions from so many interested persons.

The acceptance of automation by today's industry has grown explosively. The public's concept is wide concerning exactly how the devices operate and the possibilities they unfold. Management, in particular, is seeking new tools in a dynamic industry to achieve better methods of forecasting and control. Some concept of the impact of these modern methods is described in the following report, prepared by Fair, Isaacs & Co., which covers the application of data processing to hotels in general.

In envisioning the configuration of the equipment, every effort has been made to use "off the shelf" hardware that requires only modest modifications. As time goes on, equipment will doubtless be developed that will be more specific in the way it meets the needs of hotels. Studies are now underway to define the kind of equipment ultimately needed. The effort in which we are engaged is one of pioneering. It is one of great interest, moreover, that should result in improved services to the guests, economies in management, and in better control.

Many questions could not be fully answered in the following pages. The University will be glad to expand on them if you will direct queries to my attention.

PROFESSOR C. I. SAYLES

Project Chief, Cornell Study in Hotel Data Processing

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Automation for Hotels

A Report to the

School of Hotel Administration, Cornell University

I. Introduction and Origin of the Study

Approximately eighteen months ago the trustees of the Statler Foundation undertook the sponsorship of a study of the opportunities for automation in the hotel industry. The Foundation's interest in this field stemmed from a realization that advances in automation over the past decade had not been systematically exploited by the industry as a whole and that the costly research necessary to do so was beyond the resources of most individual hotels.

The study, whose principal results are reported in this article, was placed under the direction of the School of Hotel Administration at Cornell University and was carried out by the consulting firm of Fair, Isaac and Co., Inc.

"Automation" is an idea that is now becoming familiar to the general public in its broadest sense. However, few people including most hotel men have had any appreciable contact with the process of automating existing operations. Conversely, few people experienced in automation have had experience with hotels other than as guests. Under these circumstances, it is vital that a group of people be organized to contribute collectively all of the knowledge necessary to progress.

The study, whose results are reported here, was carried out in this manner, and the findings represent many contributions both from within and without the hotel industry. Unfortunately, not all of the contributions can be explicitly acknowledged. It is also fair to note that not all of the suggestions contained in this report will stand the test of time. Automation in the hotel industry is new and untried and even the most appealing proposals will undergo change as experience is gained.

The content of the report will be best appreciated if it is regarded as an exploration of a new area which has led to some findings solidly grounded in fact and others that will remain speculative until put to a test.

Continued on page 11

Check List for Hotel Owners

- Automation of clerical operations is economically and technically feasible *now*.
- Introduction of automatic equipment, with its attendant consequences, has no precedent in the hotel industry. Success requires *understanding* cooperation from all levels of the hotel staff.
- Labor savings brought about by automation will reduce net personnel costs by more than enough to pay for the equipment. However, the personnel remaining in the hotel who will use the equipment will require training in a new set of skills.
- Automation will produce substantial savings over and above those realized through reduction in payroll. However, these savings will develop only in proportion to the willingness of the management to exploit the peculiar capacities of electronic equipment in fields other than accounting.
- Automatic equipment can be relied upon to execute management policy with high accuracy and reliability. It is necessary, of course, that management recognize those areas where a policy must be stated and to state it with the precision needed for automatic implementation.
- There is no universal machine which does everything. The most useful concept when considering automation is the *man-machine* system, in which tasks are assigned to machines or to men according to the requirements of the tasks and the special abilities of men and of machines.
- The introduction of an automation system cannot be economically accomplished through the step by step automation of a non-automatic system. The smallest step that can be taken is comparatively large, both in its effect and its cost. Step by step automation is cheaper in the short run but much more expensive and less effective in the long run.
- The process of design and application of a large automatic system to many of the operations of an enterprise affords management an effective tool for re-examination of the operations of the enterprise as a whole.

It will be natural for a reader to ask many questions of the type, "Why isn't this area covered?" The answer in most cases is that consideration was given to many areas during the course of the study where the results were too inconclusive or unpromising to deserve mention. For example, delivery devices that could handle baggage, provide room service and generally take over many functions of a bellman are probably technically feasible but nothing of this nature appears commercially feasible at this time. The same is true for automatic bed makers and a number of other devices.

The basic consideration which led to the intensive study of the areas that were covered is that electronic computers, now about ten years old, represent one of the most important technological advances ever made. The opportunity to take advantage of them is here *now* and until this opportunity is exploited there seems little point in devoting large amounts of effort toward more remote rewards.

Another observation that the reader will make is that the discussion to follow centers primarily on large as opposed to small hotels. This arises not out of any intent to serve one segment of the industry more than another, but because the technological and economic facts of life dictate that larger units innovate and the smaller units follow. This statement is documented in the chapters to follow. It is also the course that has been followed in industry generally.

Lastly, by way of introduction, the authors would like to note that this study is only a first step in what should be a continuing and fruitful program. In the best sense hotelmen are their own harshest critics and have shown great interest in this new field that promises mutual benefit both to the industry and to the traveling public. It may be expected that other efforts will follow and that the productivity of the industry will rise as a result.

II. Content of the Report

The purposes of this report are threefold in that it is intended to explore the field of automation in hotels generally, to illustrate what is possible via a concrete example and, quite frankly, to motivate industry leaders to take steps toward automating "paperwork" activities.

Accordingly, the section immediately following is a general review of automation. This is succeeded first by an exposition of why "paperwork"

should be the first area actively pursued and secondly by the description of a workable system containing most of the specific recommendations of this study. The economics of this system are then discussed to demonstrate that it can more than pay for itself as well as cut guest waiting time at check in and check out.

The next general area discussed is the task of bringing automated equipment into actual operation. This effort places severe demands both on automation experts and on the user, which in turn calls for a high degree of mutual understanding and cooperation.

Lastly there is a discussion of future prospects.

III. Guiding Principles for Hotel Automation

As has been pointed out elsewhere, "automation" is a term that defies precise definition. Yet there is a growing awareness and understanding of its meaning.

1. Review of Automation

Probably the easiest way of identifying automation is via an analogy with what took place during the industrial revolution. Prior to the invention of the machines that we now regard as commonplace such as the steam engine, electric motor, cotton gin, reaper, etc. a large part of human energy was used in doing mechanical work. Moving, crushing, cutting and forming of materials was accomplished with elementary tools and muscle power. As people learned to harness and apply energy from chemical reaction and falling water, these tasks were gradually transferred to machines. That is, humans limited their actual expenditure of physical effort to controlling large amounts of energy in some other form. The controlled energy in turn accomplished the desired result.

This process of transferring human effort to the control of energy as opposed to the actual provision of energy is what we now call mechanization. There is little argument today that such a change was anything but desirable and it can be seen to have been enormously fruitful.

Automation can be best understood as the next step in the long process of humans learning to control their environment in that it entails relegation to machines of certain *mental* tasks formerly requiring human time and effort. As in mechanization, the human now assumes a control function, guiding the operation of machines but not actually doing the direct labor itself.

This change, however, is much more subtle

than that of mechanization, partly because mental effort is less obvious than physical, but also because the introduction of automation is often obscured by the increased mechanization which it permits and encourages. In fact, a case can be made to include the vastly increased degree of mechanization possible within the term "automation" but this is probably only a matter of semantics.

The important point is that once there is acceptance of the principle of humans guiding a machine to do computational and logical operations as opposed to doing them directly, opportunities for technological improvement become enormous. Electronic computers have thus become important not only for what they do themselves but for what they permit to be done by other machinery. In other words, many machines now in operation would be completely impractical if they were reliant on slow human calculation to guide them. The computer is the reliable slave which operates at very high speed and causes the machine to do what the human wants done.

There are, of course, some impediments to the immediate application of the principles of automation just as there were to mechanization. Most important of these impediments is the fact that 1) because computers are new, they are expensive; and 2) because they are expensive, they must do either very large jobs of a particular kind or else they must do many jobs of different kinds.

The most immediate successes have been in situations of the first kind because there needs to be understanding only of the one task. However, since computers are highly versatile, there is at least the technological possibility for success in situations of the second kind. The need for understanding is the real limiting condition since understanding requires research and research costs money.

Typically this need for understanding has limited the scope of searches for improved methods to a narrow realm usually within the confines of an existing functional division of an operation. In the hotel industry this has been reflected in such devices as message indicators on telephones, room racks with electrical light indication of room status, mechanical counters for food checkers to record the number of various types of meals served, etc.

There is nothing wrong with such efforts; in fact many are quite fruitful. There should, however, be a clear understanding that the economics

and technology of automation dictate examination of opportunities in a much broader framework. However desirable it is to make changes in a step by step evolutionary manner, it is simply impossible when the costs and capabilities of equipment require a drastic recombination of people and machines before the new technology can become effective.

It is of prime importance then that hotel executives become fully acquainted with the process of automation. Ultimately a choice must be made to actively pursue this path or to almost wholly neglect it. Of its very nature, it requires not only nurturing from all levels of management, but informed active participation.

A list of books that will be useful for various purposes is given at the end of this article. The books cited are technical, detailed, and require effort to understand. But hotelmen must set about understanding their contents or they will be at a serious disadvantage in evaluating the conflicting claims of superiority by equipment manufacturers.

In addition to a general understanding of what computers can do now and can be expected to do in the future, the course followed by many other industries faced with the same problem is recommended; namely, to add to the management personnel of the hotel people qualified in data processing techniques and teach them the hotel business.

2. Choosing Among Opportunities for Automation

As originally conceived, the study leading to this report was not limited in the scope of hotel activities to be considered for automation. But there was, even at the start, a strong suspicion that the leading contender for attention was information processing. This suspicion proved to be correct and the bulk of the effort was devoted to this area. The process of elimination is in a sense now history but it is worthwhile reporting as an example of how decisions to automate can be approached.

Interestingly enough, one of the first questions that had to be answered was "What is a hotel?" Various definitions were offered and after careful consideration it was decided to adopt a broad definition: "A hotel is an organization which negotiates and undertakes contracts with guests to provide a set of services including at least shelter and food."

Obviously most hotels provide many more serv-

ices, such as baggage transfer, car parking, etc. and some institutions, such as hospitals, fit the definition without being hotels in the usual sense of the word. Nevertheless, it was useful to start with a broad definition lest the ultimate results be prejudiced in the favor of any subgroup of the whole.

A second question of considerable importance was: "What constituted a *better* way of carrying out hotel activities?"

The question of what was meant by "better" was most easily resolved by considering the effects of any suggested change on both income and cost of operation. Clearly, we consider a change to be for the better if we increase income at no increase in cost of operation or if we decrease cost without decreasing income. However, it is substantially easier to demonstrate (or to predict accurately) how a change in mode of operation will affect cost than how it will affect income. This fact is reflected in the widespread use of the concept "level of service" which can be considered to be a bridge across the gap between what happens to a guest and how he feels about returning for another stay.

In other words, since we don't really know how in detail a particular treatment of a guest will affect future income, we think of how it affects "service" tacitly assuming that better service leads to repeat business and, in turn, to higher income.

The point of this discussion is, that with one exception it appeared impossible to establish the long-term effect of any new electronic device on income without a real experiment. At that stage we were concerned primarily with what experiment to conduct. That is, what devices showed enough promise to be worthy of detailed investigation?

We were then led to direct the major part of our effort to those areas where it was obvious that service to the guest would be at least as good as the present. If we could show potential cost reduction within the maintenance-of-present-service condition, we were then on safe ground in calling the proposed scheme "better". If it turned out that both cost reduction and improved service accrue from a change, we were assured of an even greater payoff even though it could not be expressed in the simple terms of increased profit.

One of the commanding aspects of the study was that to be successful, it had to produce new

syntheses of men and machines to accomplish a set of tasks. Another way of saying the same thing is that there had to be a considerable degree of inventiveness in the end result. But there was a problem antecedent to invention; namely, that of identifying the tasks that the new devices or systems were to perform.

We needed to decide as a first step not only what tasks might be technically amenable to improved method, but also the manner in which benefits would accrue. For example, we could (as we did) decide that preparation of a readable, permanent record of a guest's charges was a task which must be performed in almost all hotels and it is also one with a good prospect of cost reduction through the use of electronic equipment.

On the other hand, it seemed questionable to devote much immediate effort to activities directly associated with guests' automobiles on grounds that a substantial segment of the industry would be automatically excluded from any possible benefit. Equally restrictive in terms of the number of beneficiaries would be effort devoted to mechanizing accounting problems peculiar in chain operations.

Since we were trying to serve a whole spectrum of enterprises, large and small, commercial and luxury, small town and city, etc., it was clear that an invention of universal usefulness was unlikely. Accordingly, we needed, if we were to progress, to isolate tasks for further research which ultimately will favor one group of hotels more than another. At the outset, however, it was important to avoid prejudicing the eventual results and to select tasks for investigation in order of their potential payoff to the industry *as a whole*. Specifically, this meant estimating the payoff by multiplying the average amount of potential savings by the number of hotels affected.

Within the above described "ground rules" for the study, there were two general paths that could be followed at the outset although ultimately both must be covered. One was to survey equipment available or within the state of the art and to ask the question, "How could we use that device in hotel operations?" For example, there was at least one proposal for controlling access to a room by other than lock and key. The other general method of attack was to identify in detail a function now being performed by a group of people and machines and ask the question, "How could that function be performed cheaper than

at present?" The aforementioned preparation of guest bills is an excellent example of a function which almost certainly must be performed and one which probably can be done at lower overall cost by introducing electronic devices.

Two influences strongly indicated following the latter path. One was the fact, already established, that at this stage of the study we were looking very specifically for ways to reduce cost. Even a cursory review of a hotel profit and loss statement showed the dominance of personnel costs which, in turn, directed us to look for functions in which potential personnel savings are large. The second influence was the dominant importance of the electronic computer among the many electronic devices that recently have become available.

The situation faced by the hotels clearly precluded using a computer for a single task simply because no individual task is anywhere near large enough. This meant that a number of different tasks would necessarily have to be performed to achieve economy. In the language of the earlier discussion, mechanization of individual functions was not only not the goal, it showed little promise beyond present accomplishment. Automation of necessity involved looking first at what needs be accomplished and then at how it might be done rather than the reverse order.

We were led then to examine various hotel functions from the standpoint of how they could be performed cheaper than at present. At this point several technical aspects of the situation became important. They are:

- The smallest electronic computers are quite expensive and they must allow appreciable personnel savings to be justified.
- Repetitive functions performed frequently with a very low level of judgment are the easiest to automate. Automation is not limited to such functions but economic justification is more difficult as the task becomes more diverse or less frequent.
- Automation equipment generally and computers in particular become cheaper per unit of work done as the size and power of the unit increases.
- Systems which must work "on demand" must be designed to meet the peak load imposed regardless of whether or not the average load is much smaller.

Each of these factors indicated effort in the direction in which it was expended; namely, to

identify those functions which could be jointly served by a common computing facility preferably having peak loads at different times. They further indicated that it is economic to raise the load on the computing facility by serving more than one hotel, that is, for several hotels to be connected to common equipment via telephone line.

Further investigation showed that intercity telephone line charges were too high and maintenance of service problems too demanding to seriously consider equipment sharing by hotels in different metropolitan areas. While there may be some desirable aspects of facility sharing by hotels in the same chain, it appeared that there was no real requirement for the very rapid interchange of information implied by wire connection.

At this point then, the scope of investigation was narrowed to a search for hotel functions that could be done cheaper with the assistance of a telephone line connected computing facility and an analysis of the prospects for automating a specific set was undertaken.

IV. Identification of Hotel Functions Suitable for Automation

As noted earlier, there are certain characteristics of operations that imply the applicability of automatic equipment. Repetition, high frequency of occurrence, and a low level of judgment are the principal desiderata from a technical standpoint, and present usage of a number of persons is desirable from an economic viewpoint. In other words, where human beings are occupied with tasks which make little demand on their flexibility and initiative, machines can now do the jobs more quickly and more economically.

The capabilities of information handling machinery also influence what is suitable for automation. Tasks involving sorting, filing, manipulating, and retrieving information are now quite economical to do by machine. Furthermore, in most cases liability to error is much less when machines do these tasks than when people do them.

With these characteristics and the physical configuration of the equipment in mind, the list of candidate functions can relatively easily be narrowed to the following:

1. Reservations handling.
2. Guest registration.

3. Guest accounting, including charge recording and bill settlement and cash sales.
4. City ledger billing.
5. Function room usage.
6. Food and beverage control.
7. Accounts payable handling.
8. Payroll preparation.
9. General accounting functions.
10. Reporting for management control.

These activities are of course quite familiar to all hotelmen, but it is necessary to re-examine them from the particular point of view of interest here. That is, we must look at each activity to see whether or not it has the desirable characteristics in sufficient degree to make automation attractive. The following are capsule descriptions of the activities of interest with comments on each as to its suitability for conversion to a machine aided operation.

1. Reservations handling

A reservation handling system, regardless of the manner in which it does it, must:

- a. Receive inquiries by letter, telegraph, phone, or person.
- b. Record the basic data of the request.
- c. Decide to give an affirmative, alternative, or negative answer.
- d. Transmit the answer to the inquirer.
- e. File the reservation information.
- f. Provide the decision maker with data by which he decides to accept or to reject a request.
- g. Provide answers to inquiries on whether or not an individual is holding a reservation.

The maintenance of a file of reservation information seems to satisfy the conditions of frequency, repetition, and freedom from judgement that make it amenable to automatic execution.

The provision of information to the reservations staff to help them decide to accept or to reject further requests and to answer queries about the existence or status of individual reservations is a routine and frequent file search process which is usually automated as an integral part of an automatic filing system.

2. Guest registration.

A registration system must:

- a. Receive a list of people holding confirmed reservations.
- b. Negotiate the sale of rooms with both reservation holders and walk-ins.

- c. Decide what room to assign a guest (including no room).
- d. Acquire acknowledgement of the guest's acceptance of a contract via his signature.
- e. Provide information to the guest billing system that will enable the guest to be charged for services rendered.
- f. Notify the information center of the room assignment.

The places where automatic methods are appropriate in guest registration are in room assignment and in providing information to the billing system.

Room assignment, presently done by the desk clerk with the aid of the room rack, is a file search process in which a file of rooms (the room rack) is searched to see if it contains an item corresponding to the desires of the guest. The rules for this search are quite complex but, if stated adequately, require no judgment. Such a file search is readily automated. In fact, the more complex the rules, the more desirable automation becomes, since a machine will never forget nor will it misinterpret a rule.

The automatic initiation of a guest account from the registration form is fully suited to automation. This operation is actually the first step in the process of guest billing.

3. Guest accounting and cash sales.

A. Recording of guest charges and cash transactions. A guest charge recording system, and to some extent a cash sales recording system, must:

- a. Record the identity of the charger, the nature of service provided, and the sale amount. This must be done with sufficient speed to avoid late charges.
- b. Permit investigation and adjudication of complaints.
- c. Permit payment of appropriate amounts to a server and to various tax agencies.
- d. Have provision for error detection and cash balancing.

B. Settlement of guest bills. A system for settling guest bills must:

- a. Present in legible (preferably printed) form the total amount due from the guest in suitable detail for him to check accuracy.
- b. Require a time for presentation which is small in comparison to the total settlement time.
- c. Permit settlement by cash, credit card, or transfer to the city ledger.

All the parts of the guest accounting function form, as a whole, a file creation, file maintenance,

file search, and file termination process. The file is created as a part of the registration process. It is maintained by the posting and payment of charges, and it is searched to permit adjustment of complaints. It is terminated when an account is removed as paid in full or transferred to the city ledger. These steps possess all the characteristics of a function suited to automatic execution.

4. City ledger billing.

A city ledger is essentially a billing system which must:

- a. Accept charges from approved persons.
- b. Provide for the determination of which persons are acceptable.
- c. Render bills to those who have made charges.
- d. Post payments as received and aid in identification of them.
- e. Maintain records of outstanding balances.

The city ledger billing function is an extension of the guest accounting function and is suited to automatic execution for the same reasons. The search of this file is less frequent than in the case of the guest accounts, but the file itself is much larger. The larger the file the more applicable is automatic file treatment.

5. Function room usage.

Hotels vary widely in the number and types of rooms available for public use. Almost all public room rentals are individually negotiated. This wide variation is in conflict with the requirement that the function be performed in essentially the same way each time and makes automation impractical. The accounting procedures involved might be a practical addition to an extant automatic system but neither their volume nor their complexity warrant a separate system.

6. Food and beverage control.

In general, "food control" implies at least four separate goals:

- a. Insurance of good inventory practice; i.e. maintenance of a proper balance between orders, holding and shortage costs.
- b. Insurance of quality control; i.e. maintenance of the quality of the food served without undue scrap losses.
- c. Production of data useful for arriving at decisions concerning menu content, pricing, and "make or buy".
- d. Inhibition of waste and theft.
- e. Development otherwise of economical food and beverage usage.

At this time there is no concrete evidence that introducing automated data handling either would or would not be justified by greater achievement of the goals of the effort. Food preparation and service is a complex manufacturing process which, unfortunately, from the point of view of automation, involves units of relatively low value (although high volume). This means that economy in maintenance of control is both requisite and difficult. This in turn implies that a research program of substantial magnitude, would be necessary before the value of automation could be established.

Essentially the same remarks apply to beverage control as to food control. However, beverage preparation and service is a much simpler manufacturing process than food preparation and service in that the variety of drinks is smaller than the varieties of foods and the menu of drinks stays relatively constant. On this basis it is likely that controls for beverages will come before controls for food. This order of development may have advantages in that the methods can be tried and proven in the simpler cases before they are applied to the more complex case.

7. Accounts payable.

A system for handling accounts payable must:

- a. Receive invoices from purveyors.
- b. Assure that the goods shown on the invoices were actually received in good order.
- c. Assure that each purchase was made within the limitation of the authority vested in the person placing the order.
- d. Prepare checks to pay suppliers.
- e. Distribute expenses to the appropriate categories.

Some of the parts of the Accounts Payable function appear to qualify for automatic execution, such as the preparation of checks to suppliers and the distribution of the charges to various ledgers. These two operations are actually functions that are performed on a file of information. The creation of this file, involving the receipt of invoices, the checking of shipments, etc. requires extensive use of judgment. This being the case it does not appear that automatic execution of Accounts Payable is a suitable candidate at present. To those hotels using detailed food and beverage controls, automation in accounts payable may be useful.

8. Payroll preparation.

A Payroll preparation system must:

- a. Record time worked by employees, and supervisor approval.
- b. Prepare pay checks for employees.
- c. Insure adherence to legal requirements.
- d. Calculate taxes due to governmental agencies.
- e. Provide data for those hotels using detailed controls.

The wide acceptance of automatic procedures for the preparation of payrolls in the business world removes any doubt as to the suitability of executing hotel payrolls automatically.

9. General accounting functions.

Events in the Hotel resulting in financial transactions representing revenue, expense, or other accounting classifications, the bulk of which are associated with the previous functions, are processed in the system. Where the financial transactions are not included in the previous functions—as for example the sale of a public function—other means are used to incorporate them.

10. Reporting for management control.

Reporting for management control in the hotel business is carried out at present primarily via a small set of reports including the daily report of sales in various restaurants, the rooms sold report, the monthly profit and loss statement, etc.

These reports are for the most part of long standing usage and practically the whole of the management group has "grown up" with them. That they have and do serve a purpose is indisputable. It is equally indisputable that any or all of them can be reproduced accurately and completely with an automatic system. But to use an automatic system in this way is merely to scratch the surface of the potential available.

This report cannot possibly do more than mention the burgeoning field of management science which is dedicated to improving the process of management. However, hotel managers should certainly become aware of the vast amount of work that has been done aimed at utilizing computers to process and supply information pertinent to the basic decisions managers must make. After becoming long used to and experienced at selecting from a mass of incompletely digested data, such as a monthly report, it may be difficult to change habits, but it is well worth while to do so.

The important transition necessary is to think through the process of just what data is required for decisions which recur and to specify that it be provided. In other words, it is no longer necessary to take time for analysis which a computer can do.

Another way in which an automatic system can be of great usefulness is in carrying out the computation of forecasts. At best, all accounting information is history; what is needed is accurate prediction of the uncontrollable events of the future so that appropriate action can be taken to meet them.

The suitability of management reporting as an area for automation can be summarized with the comment that it almost certainly is the area that will eventually provide the greatest return. The return may be hard to demonstrate but it is likely to be sufficient to justify automating if not one dollar were saved in clerical personnel.

V. A Proposed System for Automating Information Processing

The discussion up to this point has established that an information handling system is the best candidate as a first step toward automation. This section is concerned with the design of such a system and constitutes what the authors regard as a serious contender for immediate action. Technical feasibility is established here; economic feasibility is discussed in the next chapter.

No order of presentation of the many aspects of a complex system is completely satisfactory since all aspects are mutually dependent. However, the best order seems to be to state in general terms the nature of the equipment involved and what the system accomplishes. Once this is established, it is then more meaningful to discuss how it carries out its tasks, its appearance to guests and to hotel personnel, and its effect on various staff members.

1. General Configuration of the System.

In broad outline, the system consists of a computer with large information storage capacity located at a central point and connected by telephone wire to number of "input" and "output" devices in each of a set of hotels (approximately 5 to 15 hotels).

One type of "input" device consists of a machine which closely resembles a ten key adding machine but has in addition certain indicator

lights and in some cases a cash drawer. The "output" devices are electrically driven typewriters similar to the conventional teletype machines. Some of the electric typewriters also serve as input devices for the transmission of alphabetic information to the computer. The wire connection provides essentially instantaneous access to the computer from any input or output unit; there is no human operator intervention in the transmission of information.

2. Basic System Services Proposed

The basic services to be performed by the proposed system are as follows:

A. In reservation handling it will:

- a. receive teletype messages from the hotel's reservation office and record the prospective guest's name, address, date of arrival, etc.
- b. tally the number of reservations outstanding for each class of room for each day in the future and supply this information on demand.
- c. provide a prediction of room availability based on promised guest check outs, reservations held, and previous experience.

B. In guest registration it will:

- a. provide at the beginning of each day a set of registration cards complete, except for signature and room assignment, for all reservation holders.
- b. provide a teletype report showing room clerks the next room to be assigned in each class (single, twin, etc.) This service is explained in more detail later.
- c. provide on the same report form a statement of the number of rooms in each class committed to reservation holders and the number available for walkins.
- d. on notification that an accepted walk-in or a reservation holder has arrived and been assigned a room, the system will automatically open an account for the guest, allowing him to charge for hotel service. It will also notify the information center of the assignment.

C. In recording of guest charges and cash sales it will:

- a. post charges to the guest accounts immediately upon their transmission by wire from the source and record cash transactions.
- b. maintain a journal in time sequence of charges received.
- c. check charges automatically for "reasonableness"; e.g., identifying obvious errors of extremely large or small dollar amounts, non-existent rooms, etc.

- d. automatically post room charges from registration and check out data.
- e. inform the general cashier as to cash due from various persons such as bartenders, restaurant cashiers, etc.
- f. inform the credit manager when bills exceed specific criteria in age, amount, or other specified characteristic.

D. In the process of settling a guest bill it will:

- a. on signal of the guest's room number, cause a printer to fill in a preprinted form with the guest's name, room number and the charges made, classified in the categories presently used.
- b. complete the above operation in an average of 15 seconds.
- c. notify the housekeeper when a checkout occurs.

E. In city ledger billing it will:

- a. transfer guest accounts to the city ledger on signal from the front office cashier.
- b. post charges to non-guest city ledger accounts.
- c. print and mail bills to departed guests on a regular billing schedule.
- d. print and mail non-guest accounts.
- e. post payments to accounts and maintain balance records.
- f. print and mail statements of unpaid accounts of specified age.
- g. produce compilations of the state of accounts receivable by age at specified intervals.
- h. produce lists of persons whose accounts deserve actions by the credit department.
- i. aid in payment identification.

F. In payroll preparation it will:

- a. receive and record time in and time out information and job classification.
- b. calculate amounts deductible for taxes, insurance, union dues, bonds, etc. as well as net pay.
- c. prepare checks for individuals.
- d. deliver the checks to the appropriate department heads or other designated individuals in each hotel.
- e. prepare reports for all tax agencies.
- f. obtain and maintain approval that the calculation procedures used insure compliance with the law.
- g. maintain records required by the regulatory agencies.
- h. provide data for payroll control.

G. In the area of food and beverage control it will have the capacity to record the numbers of

various food and beverage items sold. Present practice is so varied as to make uncertain what steps beyond this are economic.

- H. The content of all present reports including the monthly statement, room occupancy report, daily report of sales, employees time used, etc. will be presented either in their present form or in an improved form utilizing the computer's editing ability. As improved report forms are developed and accepted, the system's capability can be modified to provide the new material.

3. Description of Operation of System Functions Directly Affecting Guests.

The description of these functions is most easily followed by tracing the sequence of events that are occasioned by a typical guest and showing how these events affect the guest and the hotel staff members involved.

A. Direct contacts of the guest with the automatic system

Reservations. The guest's initial contact with the hotel is in the form of a request for a reservation which may come by letter, wire, telephone, or in person. Assuming the request is accepted, some or all of the following information is recorded:

1. Name of guest
2. Number in party
3. Length of stay (estimate)
4. Date of arrival
5. Guarantee (if necessary)
6. Agent, if commissionable
7. Address of guest
8. Business address of guest
9. Specification of accommodations requested
10. Rate requested

The recording process involves typing this information on an electric typewriter and simultaneously punching a paper tape which is used to transmit the information to the computer. The form on which the information is typed is the confirmation notice which is preprinted with all but the variable data and is arranged to fit a window envelope. Thus the pertinent information is recorded and an answer prepared in one operation. The computer in turn updates the tally of rooms reserved in the appropriate class.

Registration. The next contact of hotel and guest occurs when he arrives at the registration desk. It is proposed that, since he is a reservation holder, the room clerk will have in a readily accessible file, in alphabetical order, a previously

prepared registration form containing as much information as the reservation request showed.

This form is completed by the guest and the clerk then assigns a room by observing the teletype printer in front of him. The printer, which is driven from the computer, shows the next room to be sold in each of a number of classes of rooms. Should the guest ask for a specific room, the clerk can interrogate the computer to see if it is available. The uncommon guest who states requirements beyond those covered by the classes on the clerk's teletype must be dealt with as he is now. Either the clerk's own knowledge of the hotel or a room description file must be consulted to fulfill the request.

At the time the clerk records the sale of a room by keying his ten key machine with the room number and the initials of the guest, an account is immediately opened for the guest allowing him to charge for services. At a convenient time later, probably when several registrations have been accumulated, the information not yet recorded from the reservation is transmitted to the computer.

(At this point the authors would like to note that this exposition is by no means all inclusive. Comments on the preparation of the reservation holder list, on procedures for dealing with walk-ins, on travel agent commission data, etc., have been omitted from this description in the interest of brevity. They have not, however, been left out of the thinking which underlies this suggested design. The remainder of the description will be similarly limited to the highlights of each operation.)

Guest Charges. The next action of interest by the guest is when he incurs a charge for food, beverage, laundry, or some other service. Stationed at appropriate points are the aforementioned "ten key input devices". When the guest acknowledges a charge, his room number and another number corresponding to his initials together with the amount charged are keyed onto the input device. This causes the charge to be recorded against his account in the computer memory. The process is carried out with a very short time delay and can be expected to eliminate most late charges.

Other features of the system include a provision for handling the payment of tips to waiters when the tip has been added to the check by the guest. In addition, the system will examine each charge for reasonableness, that is, a check is made of the size of the charge and if it is very high or very low, the person registering the charge will be

alerted to a possible error. Similarly, when a guest's bill exceeds predetermined limits either per day or in total, the credit manager is notified automatically.

Checking Out. When the guest announces that he wishes to check out of the hotel, the front office cashier will insert into the system, using a ten key input device, the room number of the guest and the number equivalent of the guest's initials. The system will then cause the bill for the guest to be printed out, on a printer at the cashier's station.

This bill will be typed on a preprinted form on which all the categories have been listed, similar to the format used in many European hotels. Along with the guest's name, the room number, the type of accommodations, and the rate are also printed. The charges for the various services are printed in the appropriate column, with indication of the date that each group of charges was incurred.

When the guest settles his bill, in whatever manner he uses, the front office cashier enters the manner of disposition of the bill into the system through the ten-key input device. The procedure is to key into the system the room number, the guest identification, and the manner of settlement. If the guest pays cash in full, the clerk presses the "paid in full" bar on the input device. Similar keys are provided for "transfer to city ledger" and "credit card".

The clerk puts the bill into the input device printing slot which causes the keys pressed and the action taken to be printed on the bill as an accuracy check. The copy of the bill, with the disposition printing on it, is then filed at the front office by day for possible later checking if needed. The process of inserting the disposition of the bill by the cashier also causes the system to print out, on a printer in the housekeeper's office, the number of the vacated room.

When the front office cashier inserts into the system the disposition of the guest's bill, the system examines the disposition. If the disposition is to transfer to the city ledger, the system will extract the record from the current guest bill file and insert it into the city ledger file. A modest number of individuals who are not guests in the hotel are permitted to charge to the city ledger. This does not include regular commercial credit card holders. Regular card holders will fill in a credit card voucher at those points in the hotel

permitting such charges, and the voucher will be handled by the accounting office in the same way as is done at present.

Guests who frequently use the hotel for meals, for example, will be issued a hotel credit card on which a special number is printed. This number will serve the function of the guest room in the insertion of the charge by the restaurant cashier. Such accounts appear very much like regular room accounts but are kept in a special file.

City Ledger. When a guest checks out of the hotel and transfers his account to the city ledger, the system will prepare and mail a bill to the guest. This preparation and mailing will be done at the data processing center. A specific time will be set aside each day for the preparation of city ledger bills. The number of such bills sent out per day is such that in no case would the load be so great as to require more than two days for printing and mailing. Hotel credit card holders are billed in a similar manner once a month.

As checks are received in payment of city ledger accounts at the hotel's general accounting office, the identification information from each check, the city ledger number, and the amount of the check are punched on a tape preparation machine in the accounting office. To facilitate the correct posting of checks, the statement sent to the guest will include a stub to be returned with the check. This stub will have printed on it the folio number and the dates of stay. If the guest does not send back the stub, the accounting office will have to find the folio number from the information contained on the check. However, lists of guests and their folio numbers are made available so that this is possible.

City ledger accounts are rebilled at intervals specified by the hotels. The record of the billing date is kept with each account, and when the specified interval has passed, another bill is sent. Also, summaries of the state of the city ledger bills, in particular the aging analysis, will be printed out at the accounting office on a periodic basis as well as being available on request. Finally, accounts over a specified age will be printed out in the accounting office with the print out including all the particulars as to billing dates, etc. for action by the credit office.

B. Room clerk functions in relations to the automatic system

The implementation of an automatic system permits the room clerk to devote all his time to

the direct personal service of the guest without having to leave the guest at the desk while the clerk investigates the room rack.

Room clerks may be stationed at either of two places in the hotel, the regular registration desk or a temporary registration desk set up to handle the guests of a specific convention. The actions of the registration clerk are the same in both cases.

It is proposed that the clerk be provided with a page printer on which appears a set of room numbers. Each number corresponds to a room in a different category. The hotel management will have established the set of categories to be used in describing rooms. The number that appears in each category will be the number of the next room for sale in that category. The clerk is also provided with a ten key input device connected to the central computer.

When a guest has indicated the type of room he wants, the clerk decides what category the request falls in and looks on the printer for the number of the next available room in that category. The clerk then places the registration card in a holder on the input device, keys in the room number and the room rate and presses the activate bar. This causes the room number and rate to be printed on the registration card and the attached carbon slips (rooming slip, telephone slip, and information slip) and at the same time informs the computer that the room has been sold.

Normal registration procedure then follows with the bellman receiving the rooming slip and escorting the guest to his room. At the same time the computer, upon receiving the information that the room has been sold causes the printer to show a new room number, that of the next room available in the chosen category.

In the event that there is no number showing, indicating that no room is available in the category desired by the guest, the clerk informs the guest of that fact and between them they decide on another category.

The establishment of the fact that a room has been sold is sufficient for the system to prepare to accept charges to that room. The details of the identity of the guest, his full name, address, number in party, and so on, are inserted at a later time by the use of a tape preparation keyboard. This keyboard is used to prepare a number of guest registrations for insertion at one time rather than have to put each one in individually.

It is clear that the categories presented for sale are critical. The hotel, of course, can choose that set of categories which best represents the available rooms and the system shows the room clerk at all times the number of rooms unsold, reserved, and available in each category.

It is always possible that a guest will make a request that cannot be satisfied by the categories displayed. To answer these special requests, the room clerk must either have available a written list or room book with complete information. This is no different from the present; even the most complete room rack cannot contain all the information about every room. The majority of guests, however, do not make such difficult requests so that the number of occasions on which the room book is required will be small.

In a later section a more complete mechanization of the room rack is discussed. This more complete version will further reduce the number of questions that the clerk cannot answer but will not completely eliminate them.

C. Front office cashier functions in relation to the automatic system

Installation of the proposed automatic system removes from the front office cashiers the duties of posting to guest bills and permits the cashiers to devote full time to the service of the guests. In addition, all cashiers have complete access to the information in the system so that it is not necessary to restrict the work of a given cashier to a particular set of floors. The cashiers are provided with electric typewriters on which the bills are printed by the system and with input devices for requesting the printing of a bill and for disposing of a bill when settled.

Given a guest's request for a bill, the cashier will key the number of the room into the input device and press the activate bar asking that a statement be printed. The typewriter will then print out the statement. The cashier may then insert another request for a bill through the input device even though the first is still being printed, allowing the cashier to serve more than one guest at a time. The cashier then presents the bill to the guest who will either settle the account at that time or indicate that it should be transferred to the city ledger.

The cashier, in either event, uses the keyboard to insert into the system the manner in which the statement was settled. If the settlement was in cash or by check, the system will automatically

close out the account. If the account was to be transferred to the city ledger the system will make the transfer with no further action required by the cashier. The city ledger statement will be sent to the guest, again with no further action on the part of any operator, on the schedule established by the hotel.

In the event that an item on the guest statement is challenged, the original charge is much more readily available than at present. If the difficulty is a large one, the guest may discuss the problem with the Assistant Manager on duty. If the difficulty is one within the specific authority of the cashier, a suitable allowance may be made. If an allowance is made, the fact is inserted into the system through the input keyboard and no further action is required.

It will be noted that no mention is made of the posting of room charges, presently a major function of the night auditors. No such posting is required in an automatic system. The room rate and the fact of occupancy are available in the system. At an appropriate time during the night the room charge is added to the account of all occupied rooms. The function is entirely automatic and requires no external operations. An automatic system can post the charges to all the rooms of a 1000-room hotel in about one minute.

D. Point-of-settlement cashier functions in relation to the automatic system

The cashiers will be provided with a cash register, part of which is connected to the automatic system. In the case of a charged check, the cashier enters the room number, the amount and three digits representing the name. She presses the 'charge' bar and the information, amount and room number, are transmitted to the automatic system. In this way the charges are posted immediately to the account of the guest and late charges due to delays in the transmission of checks to the posting cashiers are eliminated.

E. General effect of the automatic system

The overall effect of an automatic system is to relieve the personnel who are in contact with the guests from time consuming clerical duties. The staff should then be able to devote itself entirely to the function of satisfying the needs of the guests in the most efficient manner possible. The personal touch, essential to hospitality, is unimpeded by paperwork.

4. Description of Operation of System Functions Not Directly Affecting Guests.

With the exception of the collection of the employee time data, the automatic system can prepare practically all the payroll data that is required.

A. Payroll

The first step in the automatic preparation of the payroll is the insertion into the system of the master payroll list, including the name, social security number and other permanent data for each employee. In appropriate cases this will also include union dues, deductions for hospital insurance and bonds, etc. This master list will be altered as the information for any employee changes or as employees are added or separated.

During each pay period the time data will be collected for the employees and delivered to the payroll office. The data will be prepared for insertion into the system by punching it onto paper tape. When it is complete, the entire tape is inserted into the system. As is usually the case at present, the supervisors will be responsible for the accuracy of the information pertaining to employees under their control.

On the basis of the information on the master employee list and on the periodic time list the automatic system can produce the payroll. The system will print out a complete set of checks for all employees, including the stub for the employees' records. These checks will be delivered to the designated officials in the hotel for signature.

An integral part of the preparation of the payroll is the creation of the records required for accounting and for the regulatory agencies. A ledger card will be maintained in the system for each employee, showing all amounts earned, all deductions, and compliance with the minimum wage laws. These ledgers are available on demand or will be printed out for permanent file each quarter. Some reports, such as the W-2 forms for the Federal income tax will be printed out annually.

In addition to employee records, records are also kept for the hotel. Included in these are the quarterly tax payments to the Federal and the State Governments, both for income tax and for unemployment insurance.

The preparation of the checks and the records for the payroll is done in the automatic system

under the control of computer programs. These programs may be submitted, in advance, to the government agencies involved in the regulation of payroll matters, for their approval. When these programs are approved, their use is adequate and proper proof that regulations are fully observed.

B. Reporting for Management Control

As mentioned earlier, the automatic system will deliver the present reports either in their present form or in an improved form to be developed and approved by the hotels. In addition, a variety of other bookkeeping functions may be performed. The following are examples of such additional functions:

1. *Allowances.* Challenges of items on bills by guests may result in an allowance for the item by the hotel. Such allowances are permitted by authorized personnel. If an allowance is to be given, a voucher is filled out, as it is now, and signed by the authorized agent. The information on the voucher is inserted into the automatic system by any ten-key device and all vouchers are delivered to the accounting office. Once a day a list is prepared, by the system, and printed out in the accounting office, containing all allowances, the amounts, the reasons, and the issuing agent. The numbers, types, and reasons for the allowances may then be used by management in its planning.
2. *Corrections.* Errors will be made in any system and provision for the insertion of corrections is required. The system will print out, once a day, a list of corrections, indicating the status both before and after the correction, to prevent unauthorized or improper corrections from being inserted.
3. *Travel Agents.* The list of commissionable agents will be inserted into the system when it begins operation. This list will include the name and address of the agent, and the identification number assigned to him. Additions to the agent list will be made, from time to time, at the center. This is done at the center because it is desirable that one agent list serve all hotels. Each agent in the list will be tagged to indicate which of the hotels recognize him as authorized. When a new agent requests service, the center will check for approval from all the hotels and will insert a properly annotated record. A new list of agents will be printed out by the system from time to time to replace out of date lists in each hotel.

The system will prepare checks for travel agents on the basis of recognition that a guest was sent in by an agent, indicated on the reservation data, and a count of the time stayed at the hotel and the rate charged. These checks

will be printed out in the accounting office. Along with the checks will be a summary of amounts paid to agents. The accounting office is responsible for signing and mailing the checks.

4. *Occupancy records.* The system will print out, once a day, occupancy records for each hotel. These will be printed out in the accounting office. One record will be a floor sale record, indicating, for each floor, the numbers of the rooms sold, the rate charged, the number of guests, and any other items such as number of beds. The totals for each floor and for the hotel will be included. This corresponds to a list made up each night by the room clerk. A second list will be a record of all new guests. This list will be in three parts. The first part is a list of guests alphabetically arranged, who have entered the hotel the previous day, and with each name the room number of the guest and the folio number assigned to that guest's account. The second list contains the same information except arranged with room numbers first in room number order. The third list again contains the same information, but with the folio number first and in folio number order.

The floor sale list is used by the accounting office, and a copy of the list without the rate information is delivered to the housekeeper to serve as a check of rooms to be cleaned.

The three new guest lists are filed in the accounting office and are used to locate information about any guest that is required at any time after the guest has left the hotel.

5. *Overpayment.* Provision must be made for those few cases where a guest will send in a check that is too large to pay for a city ledger bill. Substantial overpayments must be returned to the guest. The system will automatically print out a list of overpayments and the accounting office will indicate, by an input from their office, which are to be sent checks. The system will cause the checks to be printed on the accounting office printer. These checks will be signed and mailed at the accounting office.
6. *Bank reconciliation.* All checks written by the hotel, whether they be produced automatically or not, are entered into the system. The check number and the amount are entered through the tape preparation machine in the accounting office. When the checks are returned from the bank after having been cleared, they are again entered into the system, by the same method, for reconciliation. The checks are automatically reconciled by the system and a reconciliation statement is printed out in the accounting office.

From time to time it is expected that new reports may be required and old ones modified. It is a feature of the automatic system that such changes can readily be made.

VI. Economics of the Proposed Automatic System

A natural center of interest to a hotelman in reviewing a proposal of the kind presented in this report is the investment required and the return expected. This portion of the report is devoted to a brief examination of the economic factors which will ultimately determine the conditions under which the proposal can be found acceptable.

It must be admitted at the outset that it is impossible to tell any specific hotel exactly what it may expect in the way of dollar savings. There are far too many variable conditions surrounding any one situation such as the size of the unit, the size of its city, the extent of services offered, the time at which action might be taken, etc.

Instead, the authors have limited themselves to a more modest goal. Our estimate of the status quo is that some hotels should take immediate action toward automation, some should at least take steps to learn about opportunities that will be available to them soon and others need not take any particular steps at this time. (The last group must await further developments in technology). The intent of this section is to allow a reader to identify his own hotel with one of the three groups. To this end the various limiting conditions are outlined in the following paragraphs.

The principal limiting condition has already been noted; namely, that the smallest electronic computers are too large and too expensive to match an individual hotel's needs. This means that a hotel must share computer facilities before the proposed system becomes economically attractive. Obviously this implies someone to share the facility with and the sharers must be reasonably close. "Reasonably close" cannot be precisely determined, but the cost of full time telephone lines from a twenty miles out suburb are several times the cost of an equivalent service extending only a mile or so in a metropolitan area. Smaller hotels normally found in suburbs are not ruled out by this influence, but as they become smaller and further away, the net saving decreases rapidly. In any case, it may be expected that initial efforts will center on hotels in major cities. As operational problems are solved and procedures reduced to well established routines it will be more practicable to provide service at a distance.

The central economic unit is thus what we shall refer to as a "complex", meaning a group of hotels in a metropolitan area. The ideal complex has at

least 10,000 rooms in units of 1,000 rooms per hotel or more. Obviously there are only a few such candidates and economic implementation is *not* limited to these few. The larger hotels do, however, have the larger potential savings and the hotels exercising the most detailed controls have the greatest opportunities.

At the other extreme, there is the small, relatively isolated hotel in a town or small city where the proposed system would be completely inapplicable at the present time. There is also a lower limit in the size of hotels that can be economically served even in a large city. If, for example, one of three people presently involved in "paperwork" activities could be dispensed with, the gross amount available to spend on a data processing center's service is approximately \$400 per month. It is likely that about \$200 per month would be required for wire connection, input and output equipment which would leave only \$200 per month for payment of the hotel's share of the center's cost and the hotel's savings. At the present time this would not be attractive.

In the absence of being able to state the savings available to a particular hotel, it appears useful to illustrate how such a calculation can be made. The steps are as follows:

1. Count the number of persons presently employed in each of the following job categories:
 - a. Night Auditors
 - b. City Ledger Personnel
 - c. Payroll Personnel
 - d. Revenue Controllers
 - e. Front Office Cashiers
 - f. Room Clerks
 - g. Accounts Payable Personnel
 - h. Credit Department Personnel
 - i. Reservation Office Personnel
 - j. Elliot Fisher Operators
 - k. Time keepers
 - l. Mail and Information Clerks
 - m. Food and Beverage Controllers
 - n. Other Accounting and Administrative and General Personnel
 - o. Other Front Office Personnel
2. Estimate the number of each required given the data processing service proposed previously.
3. Subtract to find the gross savings in each category and multiply each by the appropriate wage rate including benefits and taxes.
4. Estimate the cost of the data processing service at about \$3.00 per room per month. This is necessarily a *rough* estimate.

5. Subtract the processing service cost from the gross personnel saving and find the net.
6. Add an estimate of savings associated with reduction of required space and cost equipment presently in use.

A key figure in this calculation is, of course, the estimate of \$3.00 per room per month. This should serve to guide an interested hotelman in the evaluation of his hotels opportunity to automate paperwork.

An important influence on overall savings to the industry (though probably unevaluable at this time) is the willingness of hotelmen to adopt uniform practices. No one would suggest uniformity in those areas which give a hotel its "personality", but there are many places wherein uniformity would be valuable. An example of where this has already taken place to a degree is in adoption of the Uniform System of Accounts for Hotels. Even here, however, there are appreciable variances in interpretation.

The reason for uniformity being valuable is that where it exists, a single computer program can be used in many areas. Programs are expensive to write and trivial variances in practice which cost nothing in a manual operation can be costly to automate. Any cooperative efforts that can be brought about either through hotel associations or other should be supported.

VII. The Development of an Automatic System

This section discusses the steps that would be taken in the course of the development and installation of an automatic system such as the one described in this report, the time involved in the installation of the system, and its life expectancy.

The management of the participating hotels can expect a series of events, each of which is described more fully below, to take place in the following sequence:

1. Detailed system design.
2. Selection of equipment.
3. Final decision on system design and costs.
4. Purchase and operation of hardware.
 - a. Acquisition of equipment.
 - b. Design of installations.
 - c. Programming.
5. Installation of central equipment and checking of programs.
6. Installation of equipment in hotels.
7. Start of change-over to new system.

8. Completion of change-over and full system operation.

1. Detailed System Design.

After a group of hotels makes the decision to install an automatic system to perform a specified set of functions, the first order of business is the detailed specification of what the system will do, how it will do it, and when. The level of detail required here is much greater than the general specifications needed by the hotels to reach their initial decisions and is carried out by a joint effort of the hotel's personnel and system specialists.

The result of this detailed design is a list of information inputs that are to enter the system given in detail as to content, form, and times of occurrence. In addition, it will include the form and the content of the outputs and the times at which they are to be produced. In the kind of system described here some of the inputs and outputs can be scheduled and some can not.

The time at which payroll information is entered into the system and the time that the payroll checks are to be produced can be fixed in advance. On the other hand, the time at which a guest will make a charge at a restaurant or ask for a statement from the front office cashier cannot be fixed in advance. In the case of both types of operations, scheduled and unscheduled, the quantity of the data involved and the frequency of occurrence of each event must be established with reasonable accuracy. The completion of the list of inputs and outputs provides the hotelmen with a statement of what the system will do.

It should be emphasized that the detailed specification of the functions of the system is of critical importance and requires great cooperation between the hotelmen and the system specialists. This work must be completed and fully understood by all parties connected with the system before any other work can take place.

2. Selection of Equipment.

Completion of the detailed system design permits selection of the equipment for the system. Obviously, even during preliminary discussions the designers of the system have in mind the general classes of equipment that are applicable and their basic characteristics, but the actual selection of specific items must await the completion of the detailed system design.

3. Final Cost Calculations.

A complete list of equipment and a complete list of the functions of the system permits a final calculation of the cost of the system to be made. This is a critical "go-no-go" point in the development of the system. On the basis of the final cost estimate the participating hotels can decide to go ahead, to modify the requirements and get a new estimate, or to take any other course of action considered proper. The acceptance by the participating group of the costs and the functions to be performed permits the actual work of the development and installation of the system to begin.

4. Purchase and Acquisition of Hardware.

As soon as the participating hotels have given their approval of the system three parts of the effort begin to take place at the same time. These three steps are the acquisition of the equipment, the programming of the functions, and the design of the installations.

- A. *Acquisition of equipment.* The physical parts are ordered from manufacturers with appropriate delivery dates. Discussions are held with manufacturers to settle the details of any modifications that are to be made in standard equipment or to complete the specifications of any special items that must be made.
- B. *Design of installations.* The hardware of the system is to be installed at a central data processing point and also in various places in each of the participating hotels. Space must be acquired for the central processor and proper wire connections between it and the hotels must be established. In the hotels themselves, the hotel staff and the system designers must co-operatively decide where the various items are to be placed, if modifications in the hotel are called for, such as the installation of wiring, the hotel must have ample notice of these needs so that they may be completed in time.
- C. *Programming.* The programming of an automatic computer is a painstaking and complex task. A program consists of a set of instructions to a computer telling it in complete detail what it is to do in the process of executing the function covered by the program. A program must be written for each of the functions to be performed by the system, and additional programs must be written for special functions. For example, a program must be written to allow the individual functions to be performed without interfering with one another. As a further example three specific special programs would probably be considered essential to the satisfactory operation of the system; programs for providing an adequate audit trail, for the impedance of fraud, and to assure that informa-

tion is not lost in the event of a malfunction of the system.

Provision for specific action in the event of a system malfunction should cover the entire range of possible accidents that can arise, as far as they can reasonably be foreseen. Errors and accidents will range from the accidental insertion of erroneous information into the system and mechanical difficulties such as a printer running out of paper, up through more serious problems such as the failure of a communications line and a variety of types of power failure. Consideration should be given to each of these problems so that specific instructions are available to the operators in the hotel informing them as to their conduct in the event of a system malfunction and so the hotels can know exactly how the system guards the hotels against loss of information and, consequently, of revenue.

5. Installation of Central Equipment.

The first equipment delivered normally should be the central processor equipment. This equipment can then be checked out for mechanical and electronic performance and the programs that have thus far been written can be tested and perfected.

6. Installation of Hotel Equipment.

The delivery of the equipment needed in the hotels should take place sufficiently in advance of the date for starting operations that it can be installed and tested adequately.

7. Starting Change-Over.

The start of the change-over to the new system should start quite soon after the beginning of the program. Three groups of individuals in the participation hotels should take part in the change-over:

First, the senior management of the hotels must understand what the system is to do for them and what they must do to take full advantage of it.

Second, individual supervisors must understand what their added responsibilities will be and the part they will play.

Third, the actual operators of the system, the desk clerks, the cashiers, and others, must be trained in their new functions and become confident of themselves.

A training program to teach the operators the function to be performed should be started at the earliest convenient time. Such training should take place before the system is in operation or

losses due to errors will be unnecessarily large. It is advisable that training facilities for individual operators be available after the system is in operation so that new employees may be trained.

The actual details of a change-over process will probably strongly depend on the hotels involved, but some general characteristics should be followed. The individual functions of the automatic system should be tested one at a time, if possible, and compared with the results of the present system. It may be desirable to operate some of the system functions in parallel with the present system as a more complete test. The plans for the change-over should be made with considerable care so that the hotels are fully aware of what constitutes proper operation of any and all functions.

8. Completing Change-Over.

The beginning of full system operation occurs when all the functions have been proven acceptable, according to the definitions of performance agreed to by the participating hotels.

It is impossible to give a guaranteed elapsed time for the installation of an automatic system in hotels since there is no experience from which to draw, but a fair estimate, based on experience in other fields and an appreciation of the special problems that are likely to be met in this specific case, indicates that a period of eighteen months will elapse between the start of the detailed system design and the completion of the change-over period and the start of full operation. The following calendar lists the time in months after the start of the system design that the listed events will occur:

<i>Months' Time</i>	<i>Event</i>
3	Detailed system design complete
4	Equipment selection complete
8	First computer programs complete
12	First equipment received for check out
12	Hotel personnel training initiated
15	Data center equipment installation completed
17	Hotel installations complete
18	Change-over complete, system operating.

The life expectancy of the type system under discussion here should be on the order of ten years, though it is, of course, impossible to make a definite statement about a complex of equipment. The large variety and number of compo-

nents in an automatic system will be subject to very different amounts of wear and tear and, probably, individual items will require replacement due to one defect or another before ten years are passed.

Under normal operating conditions, however, the overall system should operate without major overhaul for about ten years. After that time it should be expected that gradual replacement of components would take place. It should not be necessary to turn off the system in the event that replacements are required; the system as a whole will never need replacement all at once. What should happen is that parts requiring replacement will be replaced without interruption of service.

It should be borne in mind that the development of a system such as is described here is never really finished. As soon as the system is in operation according to the specifications laid down at the start, the system's designers and the hotelmen are free to consider extensions, additions, and modifications. A few examples of the kinds of modifications that might be considered are discussed in the next chapter. An automatic data processing system is not a single event in the history of hotels, but is a continuing process or re-examination of operations for the benefit of the industry and the public.

VIII. Possible Future Developments

The achievement of an operating automatic data processing system in hotels will be the first use of a new tool of enormous potential. The development of this new tool will be a continuing process as new ideas for the use of automatic systems are developed in the hotel industry and as new technical advances are made in the field of automation.

An illustration of the dynamic growth of automation is that all automatic systems appear out of date almost as soon as they are installed; new ideas and new applications have already appeared. Several suggestions have already been made for extensions to the system described in this report. It is of interest to mention a few of these to indicate the direction in which advances might come.

Electronic Room Racks

The suggestion has been made that a more fully automated room rack than the procedure used in this system would be of great value. Such a room rack would be connected directly to the

central computer and would be able to answer a wide variety of questions put to it by a room clerk or a guest.

An electronic room rack might consist of a set of interrogation keys, through which the room clerk asks a question of the stored information in the system, and a display window on which the answer is produced. The versatility of such a device is due to the fact that its operation consists of activating different programs inside the system and these programs can be of almost any extent and complexity desired by the hotel.

In operation, the electronic room rack would be used to insert a list of characteristics desired by the guest; this list can be as brief or as detailed as the guest chooses and the programs permit. If a guest asks for "a single at \$14" the two items of information, "single" and "\$14" are inserted into the keys and the activate button is pressed. The next available room number will appear in the display window. If the request is for a long list of characteristics, including such things as connecting rooms, specification of floor or relative location on a floor, each of these characteristics can be keyed into the machine and the appropriate room number will be displayed.

Provision can be made to take care of the case where no room satisfying the requirements is available. Instead of displaying "No Room", the display could indicate the number of the room which most closely approximates the desired room. The number of variations is quite large and can be added to after the device is in operation as new ideas are proposed.

It should be kept in mind that any programmed device has an advantage over a fixed purpose piece of hardware in that an unsatisfactory program can be replaced by a new program while an unsatisfactory piece of hardware must be scrapped and a new one purchased. An electronic room rack of this type can be added to the system here described with only minor modifications.

New Operating Methods

In addition to new devices that might be applied to the system, new methods of operating might be considered. Two such ideas are the pre-printing of guest bills and a suggestion for altering the registration procedure.

The pre-printing of guest bills is suggested for those times in a hotel when a large number of individuals are expected to check out on the same

day. This case occurs at the end of a convention. When this happens it is common that there be a large line waiting at the cashier's windows and guests must wait for a considerable time before they can check out. To avoid this, the suggestion has been made that in the cases of guests who expect to check out on a given morning, bills be printed during the night containing all charges up to and including the room charge for the last night. These bills might be distributed to the guests during the night by sliding them under the doors.

A note attached with the bill would inform the guest that this is being done for his convenience if he chooses to use it, but that if he prefers, or if he has decided to remain for a longer period, he may ignore it. In the event that the guest chooses to use the bill he is asked to make no further charges but to present the bill and his check to the Assistant Manager (or any other official designated by the hotel) at his convenience.

It is likely that the hotels would apply some screening to the guest to whom this service is offered, in the form of a credit check. A procedure of this sort would permit the guest to write his check at his leisure, leave it with the designated official, and proceed on his way without delay.

Registration Procedures. Another suggestion that has been offered is to permit the guest to complete a large part of the registration card by himself before going to the desk clerk. Again, this is an offer he may decline, in which event he goes to the desk clerk immediately, as he does now. This method of registration might be most useful in the event of a convention when a large number of individuals are registering at the same time and there is a long line at the desk.

The idea of this suggestion is to provide the guest with a counter containing registration cards at which several people could write at the same time. Above this counter would be a display of the different types of accommodations provided by the hotel accompanied by a legend indicating the prices and the details of the accommodations. It might be best if these were of a schematic form rather than photographs, since rooms in the same price class differ in detail. Each of the accommodations shown in the diagrams could be illuminated separately and the light for each could be turned off if the category has been sold out or if the hotel chooses to reserve the category for sale later in the day.

Using such a system, the guest approaches the room clerk with a fully filled card containing, in addition to the name and address of the guest, the specific type of accommodations he desires. The assignment of a room is then a simple matter since no discussion is required about the characteristics of the room.

The suggestions listed above are illustrative of the types of ideas that might be investigated for application. All of these ideas have a strong effect on the guest. Other suggestions for improvement of paperwork or internal hotel functions might have much less direct bearing on the guest. In either case, the application of a new method or a new technique must be evaluated before it becomes a standard part of the operation of the hotel.

The process of evaluation, however, is too often left as a matter of opinion. A more rigorous process is to conduct an experiment. Obviously, no experiment should be conducted unless there is some confidence that it will be successful, but the degree of the success and the resulting benefit to the hotel can be measured accurately only by an experiment. It would be of great interest to try some of the ideas that have been proposed on an experimental basis. The conduct of such experiments would provide hotelmen with the kind of experience in accurate evaluation of performance that is essential to the full exploitation of automation. It would permit them to anticipate the future rather than force them to follow it.

Credit Cards and Self Service

Other influences on hotel operations can be expected to occur in the future and experience gained in automation will assist hotelmen in turning them to advantage. Two examples of influences entirely outside the control of the hotels that may become increasingly important as time goes on are the credit card and the new methods of self-service.

At present, credit cards of different types are accepted in various hotels. It seems safe to assume that credit cards will become more frequent in the future. A not unlikely development is the unification of credit cards into a single system. Such a development may not come for years but if it is anticipated, plans can be made to turn the event to advantage.

Methods of self service and devices for self service are becoming increasingly prevalent. Since such devices have considerable automaticity,

their incorporation into an existing automatic system can be considered.

A Self-Service Hotel?

As an example of pure blue-sky thinking, a combination of all of the ideas discussed here is within the realm of possibility. It is possible to envision a self service hotel in which a guest operates an electronic room rack for himself, registers by use of a credit card, prepares his breakfast in his room using a self service meal dispenser and a high speed cooker, and checks out of the hotel, again using his credit card, without ever having come in contact with any of the personnel of the hotel. While this has a strong science-fiction flavor, before it is dismissed entirely it should be remembered that as recently as twenty years ago the area of science-fiction included atomic energy, satellites, and all of automation as we know it today.

The point of the example is not frivolous. The changes in technology and changes in society that have taken place in the recent past can be expected to continue in the future. It is the course of good business planning to attempt to foresee these new developments and to profit from them.

Bibliography

A lengthy technical discussion of computers and automation is beyond the scope of this article since the field is already large and is growing rapidly. The following publications cover a wide range of subjects and vary considerably in the level of technicality:

A general discussion of the field can be found in
AUTOMATIC DATA PROCESSING SYSTEMS
Robert H. Gregory and Richard L. Van Horn
Wadsworth Publishing Co., Inc. San Francisco 1960

A more detailed examination of the field is presented in:

HIGH-SPEED DATA PROCESSING
C. C. Gotlieb and J. N. P. Hume
McGraw-Hill Book Co., Inc. 1958

A general study of the problems of system design for those somewhat more familiar with mathematical techniques is given in:

SYSTEM ENGINEERING
H. H. Goode and R. E. Machal
McGraw-Hill Book Co., Inc. 1957

Any technical bookstore will provide a wealth of additional books covering various parts of the field.

For those interested in the enormous variety of equipment that manufacturers are producing, a brief look is recommended at the two loose leaf volumes, augmented monthly with new material, entitled:

OFFICE AUTOMATION
R. Hunt Brown
Automation Consultants, Inc. N.Y.

The Navy's Food Service Research Program

by Arthur C. Avery

*Technical Director, Food Science and Engineering Division
U. S. Naval Supply Research and Development Facility, Bayonne, New Jersey*

The Food Science and Engineering Division

Located in unpretentious World War II barracks and mess buildings at the Naval Supply Center, Bayonne, New Jersey, the Food Science and Engineering Division of the U. S. Naval Supply Research and Development Facility carries out one of the most comprehensive food service research programs in the United States.

The avowed mission of the scientists and engineers who staff this unique organization is that of feeding the Navy man wherever he may be and of providing him with better food at lower cost than ever before. Almost all aspects of quantity feeding are covered, from individual food or equipment items to complex feeding systems. No problem is too big or too small to receive the ex-

pert attention of those specialists who have been so highly trained in filling the requirements of global feeding.

Organization

The Food Science and Engineering Division is divided into four technical branches:

1. **The Food Service Branch**, which deals with foods and food preparation procedures, is staffed with feeding technologists, food scientists, Navy commissary technicians and industrial engineers.

2. **The Equipment Branch** researches, develops, and evaluates food preparation and food service equipment. It is staffed with engineers of various types, feeding technologists, and public health specialists.

3. **The Applied Sciences Branch** deals with those problems that are primarily chemical, bacteriological, or radiological in nature. Naturally, it is staffed with various types of chemists, bacteriologists and food scientists.

4. **The Applications Engineering Branch** takes the brain children of the other Branches, plus some developments of its own, and converts them into commercially feasible equipment designs, food service layouts, or complete feeding systems. It is staffed with general and industrial engineers.

While it would appear that the above-noted Branches effectively divide the Division into individual, self-contained, research-production units, such is not the case. Most work is conducted by carefully coordinated research teams to include all the skills needed from the whole Division to attack the designated problem effectively.

Every effort is made to approach problems from several standpoints: the Navy cook, whose main contribution is past and operational experiences; the scientific feeding technologist who contributes



Arthur C. Avery, a 6-footer, shows compact yet "roomily designed" working space in the 6 x 9 foot galley of an older type submarine.

future requirements and trends; the public health specialist who assures that designs and procedures reflect the best sanitation information; and the engineers who apply the latest design and industrial thinking. This combination of skills ensures progress without departing too far from practical reality.

The effectiveness of this system is manifested by the many developments of the Division that have been adopted not only by the U. S. Navy but by outside agencies as well. Best known among them is the Navy Recipe Service, which consists of 800 recipes in card file form. These recipes, set up to provide 100-portion quantities, have been tested by Navy enlisted cooks under the direction of civilian food specialists and then further evaluated by selected, large food concerns.

The Submarine Food Service

Highlighted by the exploits of the atomic submarines (Nautilus, Seawolf, Skate, Triton, and George Washington) is the feeding system developed to help make these feats possible. Because food had not done its part in maintaining submariner morale during World War II, plans for atomic-powered submarines, capable of extended cruises, awakened fears about the human factor. Depleted food supplies, low crew morale, and similar problems had to be solved. This was when the Research Facility was called in to provide a submariner feeding system for the future.

Surveys of the feeding operations of conventional submarines indicated that lack of foods tailored to submarine requirements, poor menu variety, and inefficient commissary equipment and arrangement made it difficult for submarine cooks to do the required job of titillating the submariner palate.

A multi-prong research offensive was launched. One group sought out new high-yield, ration-dense foods and tested them for flavor, acceptability, utility with projected kitchen equipment, and overall application for submarine use.

A second group assembled those recipes that the submarine cooks had found to be most attractive to submariners. These recipes were standardized by Facility specialists, tested by submarine cooks and industrial quantity-feeding kitchens, and issued as a special submarine recipe file.

A third group built a mock-up of the latest post-World War II submarine and conducted industrial engineering and feeding studies to determine deficiencies in function, food production capacity,

design and arrangement of the current submarine equipment.

As a result, a completely new galley (kitchen) setup, occupying the same floor area as the old, was devised to reduce food preparation time by 25 percent and cook's movement by 50 percent and yet improve food quality and variety immeasurably and increase production capacity by 100 percent.

In so doing, a new range, new deep-fat fryer, new coffee urn, new baker's table, and new under-counter refrigerator had to be developed and many other innovations introduced. The efficacy of the newly developed, overall feeding system for atomic submarines was recently demonstrated when 300 people were easily fed out of a commissary area that had difficulty properly feeding 75-85 men in the older vessels.

While work on both foods and equipment continues, submarines now have a workable feeding system that enables the atomic submarine to achieve its maximum operational potential.

Aircraft Carriers

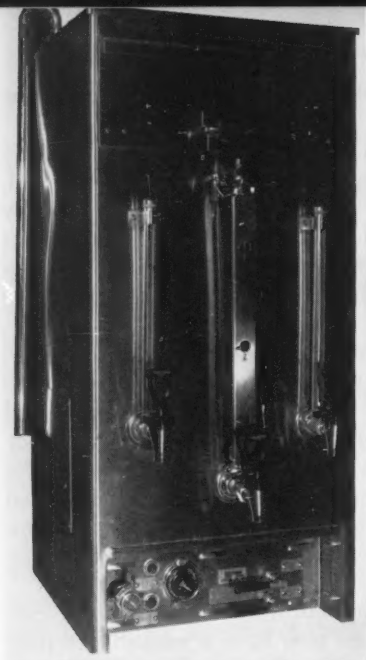
Similarly, in the aircraft carrier, USS Independence, the Facility engineers set up a feeding complex that enables a crew of over 4,000 men to be fed in 1 hour. Some of the outstanding features of the system include: serving line rates of 15 men per minute; galley annexes where desserts, juices, beverages, and continental breakfasts can be served without going through the main serving lines; mass production bakery; and a special bread formula that permits bread preparation in 135 minutes.

Shore Stations

In addition to functional designs of various types and classes of ships, much work has been done to make shore station facilities more efficient in food production. The general result of these new facilities has been the reduction of floor area requirements up to 33%, decreasing of commissary personnel up to 25%, and reducing of food movement distances up to 50%.

These new facilities not only lower the construction and manning costs, but they also provide better food at lower cost and wastage. These new facilities have been built throughout the United States; and at Naples, Italy; Roosevelt Roads, Puerto Rico; and Christ Church, New Zealand.

Closely akin to this work have been manpower utilization studies, where industrial engineering



Left: Coffee is brewed in semi-automatic, twin, 2-gallon urns for submarine crews. The twin-urn is surrounded with a 1-inch insulation to hold the temperature. The proper quantity of water required is automatically metered. Right: A deep-fat fryer (with automatic basket lowering and raising device) has a timer in the center.

techniques have been used to develop staffing patterns and scheduling procedures that reduce personnel requirements and unproductive effort while improving effective coverage of vital production areas and providing working hours more in consonance with those used in industry.

Special Equipment Developed

In addition to the submarine equipment previously noted, there have been developed numerous other pieces of kitchen equipment.

Beverage Service

One of these items of equipment undergoing Fleet evaluation at present is a beverage mixing and dispensing device that is fitted into the cover of an ordinary 40-quart milk can. Dried milk, orange juice, lemon beverage, or chocolate milk can be mixed at the rate of 3 minutes per can and then the same device can be used to dispense individual portions at a rate of 15 Navy mugs a minute.

While an ordinary 40-qt. milk can may be used, the Facility has devised a vacuum-jacketed can that needs no refrigeration during a normal meal period—milk at 40° F. will only rise $\frac{1}{2}$ degree in 1½ hours at a 90° F. ambient. Hot drinks can be similarly dispensed.

Kettle Fryers

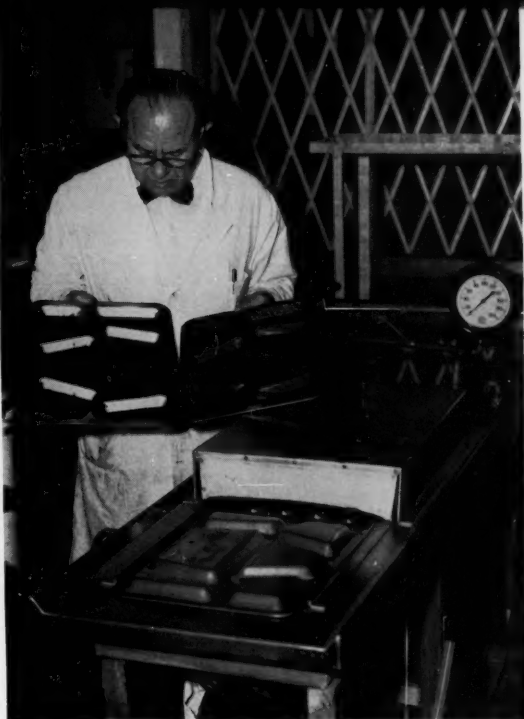
Another device that was developed to permit deep-fat frying on wildly heaving Navy ships took

the form of an electric heating element lacework that fitted into a high-sided 30 or 40-gallon steam-jacketed kettle. It was thermostatically controlled and had the same frying capacity as a Type 90 fryer. The cost of this electric booster, plus the steam-jacketed kettle, was not as much as the Type 90 fryer alone, and it had the added advantage of being converted back to its steam kettle use merely by lifting the booster unit and hanging it on the wall.



Above: Doughnut cutter on a double-hinged arm (U.S.S. Independence) speeds production of the Navy's favorite "dunker."

"Before" and "after" automating tray prescraping. This menial, time-consuming job, formerly done by hand, is now done by a prescraper that feeds inverted trays over thin, cutting sheets of hot water at the rate of 30 trays per minute. Below: Tray prescraper opened to show the feeding mechanism and spray nozzle.



Tray Prescraping

To facilitate scraping and pre-washing the Navy's steel cafeteria trays, a prescraper was developed to feed inverted trays over thin cutting sheets of hot water at the rate of 30 trays per minute. As the garbage dropped into a garbage grinder, only enough water was used in scraping to properly operate the grinder—2-4 gallons per minute. When no trays were going over the water jets, the water would automatically shut off, thereby conserving water.

High-Wattage Griddle

To permit griddling on the serving line, a new, high-wattage density griddle (19 K. W. in a 24" x 36" surface) was developed. This new, high-production unit made it possible for three of the new griddles to do the work of five of our old griddles and do the job better. The new griddle was given a fence around three sides to permit griddling out to the edge and preparation of hashed-browned potatoes, scrambled eggs, and omelets directly on the griddle surface.



"Unimike" Universal mixer kettle cooks, pressure cooks, deep fries, refrigerates, mixes, peels, and performs sundry other functions.



Shipboard Range

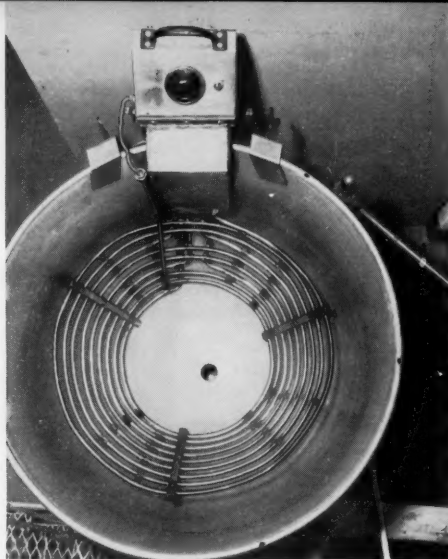
A new shipboard range, 30-inches square, was developed to provide a balanced, complete cooking device for between 12 and 20 men or officers. An indented range top permitted cookery without the use of sea-rails to contain the pots. Heavy-aluminum griddling pans of two sizes allowed cooking for a small or large number. Deep-fat frying was assisted by an immersion booster heater, and stove-top cookery was carried out in various sizes of square pots.

Under the range top was a combination broiler and oven, and under that was another small oven for those meals where both broiled and baked items were desired. A unique feature was a control panel that would slide out on a rail to assist the electrician in making repairs.

Meat Thermometers

Another piece of equipment developed in 1952, and now in general use in home ovens, was the meat thermometer on a cable and connected into an external control and indicating dial which permitted determination of doneness without opening the oven.

By placing the thermometer probe into the coldest part of the meat and setting the control for "rare-done", the cook could go off and work at other tasks demanding his skill until he heard a



This submarine range provides all griddle, pot cooking, and oven cooking for 150 men. Note the 8-inch ovens and the water source over the range top. The electric booster unit in the second picture converts a steam-jacketed kettle into a deep-fat fryer.

bell announcing that his largest piece of meat was rare-done. Then as he would remove his entire oven-load of meat, the small pieces would be well-done and the larger pieces would be in various stages of rare-done. Another advantage of this system in a sealed oven compartment was that it gave meat roasting losses below 20 percent.

Steam-Jacketed Kettles

Similarly, controls were developed to facilitate the use of the food value and texture-saving simmer in steam-jacketed kettles and, in addition, reduce the clouds of enervating steam that normally burgeon from the kettle operating at a rolling boil.

One type, based on the temperature control of a batch-type milk pasteurizer, was developed for use on existing kettles as it consisted of a stainless-steel sensing rod that extended down from the kettle cover into a carefully selected position in the cooking food. A cable from the upper part of the rod extended to a small steam controller that opened the steam valve as necessary to maintain the food at the simmering temperature.

Another sensing device used on new kettles was set in a well against the wall of the inner kettle but partially isolated from the steam supply. This device was connected to a temperature indicator and controller and thence to a steam regulator.

Deep-Fat Frying

A new device developed for deep-fat fryers allows an inexperienced kitchen laborer to do a good job of deep-fat frying. A skilled cook determines the maximum basket-load, by weight or measure, that gives a good production rate and yet does not allow the fat temperature to fall below 300° F. He also determines the frying time to turn out an optimum product and sets this time on a mechanical timer on the front of the fryer.

The job can then be turned over to the inexperienced man who needs to know only how to weigh or measure the food material into a fry basket, set the basket onto a support in the fryer, and press the timer button. Automatically the product is lowered into the fat for the set period of time and then mechanically raised out of the fat to drain.

If the operator is inattentive, no damage is done as the food does not remain in the fat beyond the prescribed period. Now instead of one skilled man handling two fryers and preparing a variable product, one unskilled man can handle six fryers and turn out a consistent product.

Other Developments

Facility scientists have developed, or have under development, many products that will be but mentioned here. They include:

- New lightweight steam-jacketed kettle paddle.
- Film-heated sinks, steam tables, and pots.
- Wall-mounted food mixer.
- Combination 40-qt. steam-jacketed kettle, mixer, pressure cooker and pressure fryer, cooler, deep-fat fryer, and potato peeler in an area of 28 inches square.
- Nylon and perforated-plate coffee leachers.
- Compact ice-cube device.

- Tumbling silverware washer.
- Air pressure oven.
- Aluminum griddle.
- Forced air oven, and many other devices.

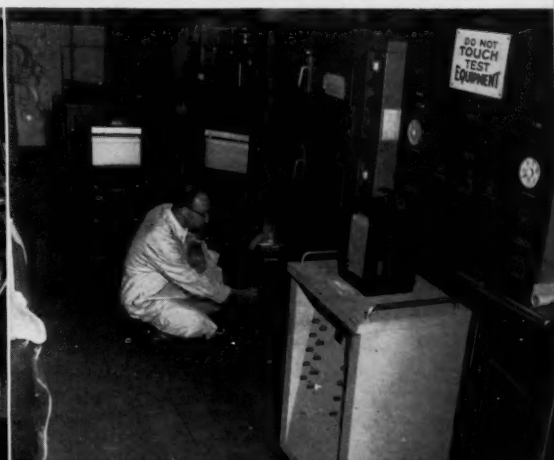
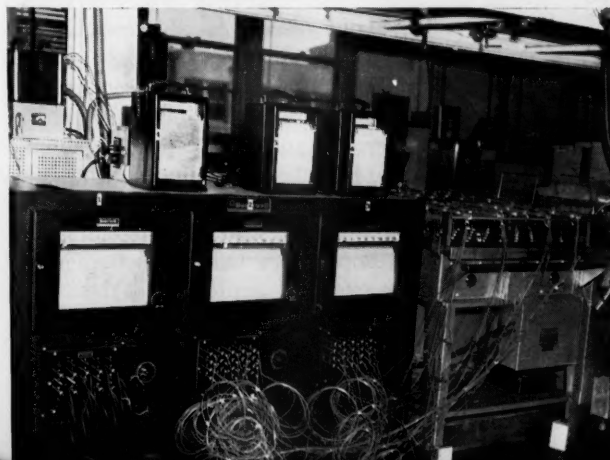
Evaluation and Testing of Equipment

In addition, many types of equipment have been comparatively evaluated to determine those makes that best fill the Navy's functional requirements. Included in this extensive list are: over 20 garbage grinders, 32 paddles, 12 pot scrubbers, 12 meat tenderizers, 8 potato peelers, vegetable cutters, insulated 3-gallon jugs, refrigerators, ovens, ranges, griddles, 8 coffee makers, 4 mass-production coffee-making devices, knives, 10 milk dispensers, beverage dispensers, and many other gadgets and devices.

This evaluation work has inspired the development of many unique evaluation or test methods and equipments to effectively measure the functional characteristics determined to be important.

As an example, a test was desired for the heat distribution and load characteristics of griddles. After extensive tests with ground meat, griddle-cakes, steak, French toast, and even sheet cakes, a test was devised using No. 2 cans with both ends removed. These were cemented to the griddle at statistically selected locations and to each was added 300 cc. of water. After the griddle was turned on, the water in all cans had to last 27 minutes and be gone in 56 minutes. This test had the advantage of giving the heat distribution and maximum load characteristics of the griddle and it was a test that any manufacturer could do for himself anywhere in the Country.

Below left: The Navy's research center tests a griddle for heat distribution. Right: A large oven is tested for heat distribution and power requirements.





A 140-lb. box of stewing beef becomes "steak" through use of a mechanical meat tenderizer.

Similar tests are set up for every piece of equipment evaluated. While industry indicates that some of these tests are unduly severe, the scientists of the Facility are sure that they can be met and should be met if the food service establishments are to get the equipment they should have.

To assure that equipment performance requirements are realistic, extensive industrial engineering, capacity, and cooking tests are performed. Then the equipment is developed, procured, and tested both in the laboratory and in the field by Navy cooks. The thought is that if the Navy can do it, others can also.

While the food work of the Facility has been previously mentioned in conjunction with the development of a submarine feeding system, the feeding aboard larger ships and at shore stations is not neglected.

Food technologists, quantity-feeding specialists, and Navy cooks perform interminable evaluations both in the laboratory and in the field to determine if old food materials can be improved and if new foods have application to any Navy feeding problems that would make them desirable. Usually, new foods are comparatively evaluated with the conventional counterparts now in the Navy system. Factors covered include: ease of prepa-



Typical Navy mess tray includes soup, relishes, chopped beef patty with fried onions, boiled potato, peas, bread and butter, apple pie, and coffee—a real he-man meal.

ration in Navy equipment when prepared by Navy cooks, acceptability of prepared product, cost, storage life, packaging, weight, volume, and other special Navy considerations.

One of the largest evaluations was performed on almost a million pounds of beef to determine which type was best for use in continental United States—carcass, 4-way boneless prefabrication, or 6-way prefabrication. Surprisingly, considering all factors, the 4-way prefabrication somewhat similar to that used during World War II was found least expensive, while the 6-way was a bit more expensive than the carcass beef.

Purchasing guides, based on actual cost per ready-to-serve portions, have been set up for different forms of the same product. An instance of this would be canned, boneless hams versus boneless rolls versus smoked bone-in hams. The guide gives the various prices that may be charged for bone-in hams and alongside of each price would be the price that the canned or roll ham would have to sell for to be comparable in cost per ready-to-serve portion.

Summary

While the above resumé hardly scratches the surface on the varied activities carried out by the Food Science and Engineering Division of the U. S. Naval Supply Research and Development Facility, it does give some indication of the care that Uncle Sam is giving to the food of the sailor and the welfare of those who prepare or pay for it. For those whose interest in this program is professional, it is hoped they will be encouraged to use the same scientific approach to their food service problems and to publish their findings.

"Travel U.S.A."

Mr. and Mrs. John MacTavish Jones (no relation to the Armstrong-Jones), the Jose Morenos, the Hans Schmidts, and the Yugi Suzukis are coming to visit us with cameras clicking and eyes cocked for likely take-home souvenirs. To them a hearty WELCOME, SEA EL BIENVENIDO, WILLKOMMEN, and KANGEI!

Last year 600,000 such visitors checked into U.S. ports of entry. Close to a half-million pleasure and business travelers from overseas are expected this year, as well as 400,000 visitors from the West Indies, Central America, South America, and Mexico. And an estimated five million Canadians will spend more than 48 hours in the United States.

The heaviest travel from overseas will originate from the United Kingdom, Germany, France, Italy, Netherlands, Sweden, and Denmark. "Travel U.S.A." from South America (90,000 is forecast) is expected to top that of American tourists to these countries. From Japan, eased currency restrictions may bring nearly 70,000 visitors.

The nightmare that plagues hotelmen, transportation agents, and government officials alike is the prospect of non-English speaking Jose, Hans or Yugi being stranded, baggage in hand, in the maze of Times Square or Chicago's Loop. They shudder at his probable existence on a diet of "ham'n'ecks" or "chez'n'rye"—phrases learned parrot fashion. And they despair of his attempts to communicate with a taxi-driver from the Bronx.

While the actuality of these nightmares has yet to be reported, persons heading up American travel services are doing their utmost to prevent such occurrence. On June 29 the New York Chapter of HSMA sponsored a seminar on "The Visitor from Abroad," to alert hotelmen to this new market and how to serve it.

Most visitors prefer paying in advance for a modified-American plan, especially bed and breakfast, according to H. M. "Bud" Smith, vice president of Sheraton Hotels. This company's International Department has developed a 9-point program to promote travel from abroad:

1. Folders will be printed in six languages (and distributed by foreign carriers).
2. An international manager will be appointed

for each major Sheraton unit. He will have a card file of the entire staff's language skills.

3. Family Plan rates will be offered.
4. Sheraton will hold reservations for foreign guests until 9 P.M. (or longer when arriving ships or planes are delayed). Sightseeing tours may be arranged or cars rented in all of the chain's hotels.
5. Package rates are offered to overseas airlines originating new tourist business if they agree to print 10,000 folders.
6. General agents have been appointed in major world capitals to expedite reservations.
7. Guaranteed rates with "improved accommodations" (this means that higher priced rooms will be made available at no increase in rates when possible).
8. Special menus to be printed in foreign languages will enable visitors from abroad to order by number if they wish.
9. Cooperation with all agencies and carriers to promote more travel to USA.

New York's new Summit hotel, which opened its doors on July 31, features a concierge who speaks five languages in its lobby and has foreign-made cars available for rental in its connecting garage. Great emphasis has been placed upon obtaining a multi-lingual staff.

The Lincklaen House, a 30-room located in the upstate New York resort town of Cazenovia, has the backing of an interested group of townspeople who would like to entertain visitors from abroad in their homes.

Overseas carriers, seeking return loads after ferrying Americans abroad or filler loads during dull seasons, have been the prime movers in this new travel trend. Pan-American will spend \$3½ million on reverse tourism. Other carriers abroad have also stepped up their "Visit U.S.A." promotion with traveling workshops, expositions, roadshows, and promotional literature.

American Express recently polled all segments of the travel industry to find out what is being done to improve services and facilities for foreign visitors. The survey, covering state tourist offices, chambers of commerce, city visitor bureaus, hotel associations, department stores, foreign and domestic carriers and sightseeing operators, showed these developments:

- At ports of entry airlines, steamship companies, international travel agencies, Travelers' Aid and related agencies are expanding interpreter services to help first-time visitors.
- To hurdle the language barrier hotels, restaurants, department stores and travel agencies are establishing pools of linguists, often among employees already on their staffs.
- For "off shore" visitors limited by budget or currency restrictions, there are all-inclusive packages for pleasure visitors that can be paid for in advance of departure from abroad. (One overseas airlines is planning to offer roundtrip fare from Europe at \$99. Continental Trailways and Greyhound bus tickets providing 99 days of travel for \$99 are now on sale in Europe.)
- Hospitality committees are being formed at the state and local level in areas seeking trade from foreign visitors.
- The American Hotel Association's "Guide for Guests from Abroad in American Hotels" is being distributed abroad in six languages. *The Hotel Monthly* is preparing a pamphlet, "Tips on Serving Visitors from Abroad," for American hotelmen.

This spring, for example, Varig Airlines booked 826 South American tourists into Miami, chartered buses and arranged for meals and accommodations on a tour that included Washington, New York, Niagara Falls and Canada. The return flights carried more TV sets than passengers. Some 800 more tourists from Latin America are signed up for a tour this fall, according to Carlos V. Pellerano, Varig's general sales manager.

The efforts of these agencies will be boosted by the new U.S. Travel Service, headed by Voit Gilmore, which is opening headquarters overseas in London, Paris, Frankfurt, Caracas, Sidney, and Tokyo. These six offices will be aided by consular personnel in other parts of the world to promote "Travel U.S.A."

Why do they come? Although a great deal more research needs to be done, present surveys indicate these visitors want to "life see" rather than "sight see." Stimulated by American movies and political happenings, many choose Hollywood, Washington, D.C., and the United Nations as points of interest above Williamsburg, Niagara Falls, and the Grand Canyon, although they'd like to see them too. Businessmen and scientists want to visit our farms, factories, and institutions.

How we welcome these visitors into our communities and the type of friendly service we give them is important. If the Jones, Morenos, Schmidts, and Suzukis have a happy holiday, their relatives will come next year. The additional

estimated \$1 billion revenue in view for our industry is important, of course. But perhaps even more important, through our government we are spending millions of dollars abroad to promote friendly international relations. This program will be negated if these visitors from abroad go home with the feeling that Americans are callous and inhospitable.

Professor Bernatsky Wins Top Award

The first food service facility design that Prof. Matthew Bernatsky ever submitted for judgment in a nationwide contest resulted in his winning the top award.

The award, presented by the Food Service Foundation of Institutions Magazine during the recent Chicago convention of the National Restaurant Association, was for Professor Bernatsky's work as a special consultant in designing the food service facilities, including equipment specifications, of the Pinehurst Country Club in Denver. Special recognition was also given to the architect and the equipment supplier for the project.

One of the country's leading authorities on gourmet food and wines, Professor Bernatsky joined the faculty of the School of Hotel Administration at Cornell in September 1960. Previously, he had been the Director of the School of Hotel and Restaurant Management at Denver University for several years.

Since joining the Cornell faculty, Professor Bernatsky has traveled over 20,000 miles to lecture to special groups in Europe, Canada, and the United States. He has been a featured speaker this year at the conventions held by the American Hotel Association and the Canadian Restaurant Association. In August, he is a member of the Cornell group—which includes former Dean H. B. Meek, Dean Robert A. Beck, Professor Paul R. Broten, John Sherry, and H. Victor Grohmann—who will conduct a special program in hotel and restaurant training at the University of Hawaii.

Professor Bernatsky is well known in Europe where he obtained his early training and experience. He is featured in the April 1961 number of *Edition de la Société Internationale des Maîtres d'Hotel* as one of the world's leading authorities on food and wines.

Foreign Service Institute Offers Language Courses

The two-volume basic French course used to train foreign service officers is now available to the public at \$4 per set through the Superintendent of Documents, Government Printing Office, Washington 25, D.C. Tape recordings to parallel the books may be obtained from the Center of Applied Linguistics, Dupont Circle Building, 1346 Connecticut Avenue, N.W., Washington 6, D.C. Basic language courses in Spanish, German, and other modern foreign languages will also be placed on sale soon.



BOOKS • PERIODICALS • REPORTS

Uniform System of Accounts Revised

UNIFORM SYSTEM OF ACCOUNTS FOR HOTELS (Sixth Revised Edition) Committee Co-Chairmen: Thomas J. Hogan, C.P.A., Harris, Kerr, Forster & Co. and John D. Lesure, C.P.A., Horwath & Horwath. Pp. vii-102. New York: Hotel Association of New York City, 141 West 51st Street, New York 19. \$4.50.

This sixth edition of the Uniform System of Accounts in Hotels brings up to date the basic paragraphs and concepts for preparation of standard financial statements and operating schedules for hotels so successfully inaugurated in the first edition made available in 1926. The changes in terminology are in accordance with the latest recommendations as reflected in the Research Bulletins issued by the Committee on Accounting Procedure of the American Institute of Certified Public Accountants.

Balance Sheet Changes. Among the principal changes in balance sheet terminology are the substitution of the word "Allowance" in place of "Reserve" for Doubtful Accounts and the word "Accumulated" instead of "Reserve" for the depreciation deduction. Other changes include the substitution of the term "Stockholders' Equity" for the term "Capital" and the term "Retained Earnings" for the words "Earned Surplus."

Profit and Loss Statement Revisions. The title of both long form and short form Profit and Loss Statements is now called "Statement of Income." A new Condensed Statement of Revenue and Expenses has been introduced, the principal feature of which is the grouping of revenue by departments, including store rentals and other income, followed by costs and expenses related to these departments, to arrive at Gross Operating Profit. Under this plan "House Profit" no longer appears as a separate sub-total on the condensed statement.

Food and Beverage. In respect to the Food and Beverage Departments, the revised edition of the Uniform System now eliminates on this schedule the column for income and expense applicable to both departments, but recommends that where allocation is to be made it be done by individual hotels on some equitable basis. It also directs that revenue derived from rental of public rooms for functions involving food or beverage sales be included under this caption on the food schedules.

Other Changes. Certain new departments now appear in the Statement of Income; such as "Fountain and Gift Shop," and "Garage-Parking Lot," while "Transportation" has been eliminated. Under "Deductions from Income," "Sales Promotion" replaces the term "Business Promotion" and no separate breakdown of advertising as to "Purchased" and "Trade Accounts" is made on the Statement of Income.

The long standing controversy as to advisability of distribution of the General Overhead Expenses to Operated Departments remains unresolved, and it is suggested that, if this is done by individual hotels, it be supplementary to the presentation of the departmental results after they have been presented in accordance with the Uniform System of Accounts for Hotels.

—Charles E. Cladel, C.P.A.
Professor in Hotel Accounting

A Gourmet History with Spice

FROM LUCULLUS TO ESCOFFIER (German Title), by Harry Schraemli, Interverlag, Zurich, 1949. Pp. 296. Illustrated.

With the subtitle, "Bon Vivant (Schlemmer) Book for Sophisticated Women and Worldly Men," the Swiss author, well known for his books on gastronomy, has brought together a fascinating series of sketches of men and customs in the world of *gourmand*, *gourmet*, and *sybarite*, terms often confused, as the author notes. The first two properly apply to connoisseurs (originally *gourmet* applied only to wine connoisseurs), while *sybarite* (derived from Sybaris, a Grecian town in southern Italy) is a term of reproach for the voluptuary.

Mr. Schraemli delineates the contributions of the outstanding masters in gastronomic art. These masters include: Taillevent (1314-1395); Antoine Carême (1783-1833); Alexis Soyer (1809-1857), "the Gil Blas of the kitchen"; Brillat-Savarin (1755-1826), "the philosopher of the fork"; Grimod de la Reyniere (1758-1837), "the cynic of the fork," who attained a world-wide reputation at the age of twenty-four when Louis XVI attended one of his banquets; Carl Frederick von Rumohr (1785-1843), "the historian of the fork," whom the author credits with the first true cookbook; and finally, the greatest of them all, August Escoffier (1847-1935). These "lives" are written with *esprit* and are anything but a dry inventory of names and accomplishments.

True to its title, the book then goes back to Lucullus—Lucius Lucinus Lucullus (117 B.C.—56 B.C.)—whose name has become synonymous with lush living. Actually, Lucullus was a valiant Roman soldier who retired from the army only seven years before his death. In these seven years, however, he accomplished gastronomic marvels, including the successful introduction of the cherry tree from the Greek city of Kerasos to Rome—whence the names *cherry*, *kirsche*, *cerise*.

The major part of this fascinating book deals with a diversity of subjects, including: "Analysis of Menus"; "Literature of the Palate"; "Paeon of Praise for the Egg"; "The Art of Carving"; "Sex-Appeal and Salad" (likening the good salad to a "pin-up girl" and praising the ingenuity of American salads); "Marzipan"; "Plum Pudding"; and many other topics culminating in "Man and Wine," with much good advice as to which wines to serve and when.

Interspersed with these somewhat prosaic matters is a descriptive gem entitled "The Feast of Trimalchio" as told by Taciturn. The feast was given in honor of Petronius, the "arbiter elegantiarum" at the Court of Nero. This banquet was characterized by the most astonishing surprises. Several live pigs were brought into the reception area from which the guests were to choose their repast. Shortly afterward, an apparently intact roasted pig—not properly gutted—was set before the guests to the host's dismay. When opened, the roast pig was found to be stuffed with sausages—a gag! Later on the guests were served cake and fruits that emitted sprays of perfume when touched. Food provided entertainment at the feast.

It is hard to do justice to a book of this character in a brief review. It merits translation, if not *in toto*, then of its most appealing descriptions. Beautifully illustrated, this book is soundly based on scholarly research by the author in his unique library on the culinary arts. The style is lively, inspiring, and actually humorous. The author succeeds in his goal to make gastronomy become a "laughing science."

Among the other books written by Mr. Schraemli are *Die Besten Drinks aus aller Welt*, *Joyous Cooking*, and *Two Thousand Years of Gastronomic Literature* (a bibliography).

Prof. A. B. Recknagel

Measuring Human Body Fitness

PERFORMANCE CAPACITY, Harry Spector, Josef Brozek, and Martin S. Peterson, Editors. A symposium conducted by the Nutrition Branch, Food Division, Quartermaster Food and Container Institute for the Armed Forces and Environmental Protection Research Division, Quartermaster Research and Engineering Center, Chicago, April 12 and 13, 1957. Sponsored by the Board on Quartermaster Research and Development, Committee on Foods, National Academy of Sciences—National Research Council, Washington, D.C. Pp. 257. Published February 1961.

(A limited number of copies are available free through the QM Food & Container Institute for the Armed Forces, 1819 West Pershing Road, Chicago 9, Illinois.)

The purpose of the conference was to develop an understanding of performance capacity in terms of body functions with the hope that some index of fitness could be developed to predict this performance capacity. The conference was in three principal phases: (1) body functions involved in work and their use to predict performance capacity, (2) the application of standard work tests, and (3) the effect of environmental stresses on performance capacity.

Various body functions as they affect work were explored, namely cardiovascular, respiratory, endocrine, psychomotor, digestive, and sensory. The application of standard work tests took the form of animal studies, human laboratory studies, field studies, the correlation of laboratory and field tests, and performance in athletes. Environmental stresses on performance capacity, and nutritional, climatic, barometric, radiational, chemical, and emotional were discussed in detail.

From a review of this symposium, present-day methods of measuring the capacity of human beings to endure work and stress can be ascertained. Very interesting performance tests under extreme conditions of heat and cold are described. In preparing for combat situations in the future, much knowledge must be had of performance capacity. This brochure correlates not only knowledge on methods of testing performance itself, but furnishes information on the results of actual tests under varying environmental conditions.

The participants in the conference consisted of both research workers from the armed forces as well as specialists from research centers throughout the United States. The bibliography is extensive.

Of especial interest to the reviewer were the chapters on the "responses of the adrenal gland in athletes," the chapter on "human performance in the cold," and the chapters on "work performance in a hot environment."

Although the symposium was held in 1957, Dr. Josef Brozek, of the Department of Psychology at Lehigh University, capably brings the subject matter up-to-date in his epilogue, "assessment of performance capacity."

J. J. Wanderstock, Ph.D.

Psychology of Food Habits

JOURNAL OF THE AMERICAN DIETETIC ASSOCIATION, Vol. 38, No. 6 (June 1961), pp. 517-632. Published by the American Dietetic Association, 620 North Michigan Avenue, Chicago 11, Illinois. \$8 per year.

The June 1961 issue of the *Journal of the American Dietetic Association* (Vol. 38, No. 6) contains a good variety of articles of interest to those in the food service field.

"Attitudes and the Use of Food" by Charlotte G. Babcock is an excellent discussion of the psychology of food habits. Food is not only essential for life, growth and repair but has a cultural quality. The latter could be the unconscious urge for spaghetti either because of family background or to fulfill the legend that all the relatives are big or have large appetites. In other words, food is not only associated

with the feelings of security, protection, love and developing strength but it is also associated with the sense of pain, rejection, deprivation and the potential terror of starvation. Under the discussion of "Teaching the Patient about Food," the word "patient" can be easily interchanged to read "us" or the "consumer" or "patron".

There are facts about food that need to be understood and used. Skill and the act of handling food were all that was necessary in pioneer times. But in today's different social structure, the knowledge of the essentials of food and the use of processed foods play a very prominent role in the selection of food service personnel. One must know the type of person to be served, realize that human beings learn slowly; and understand thoroughly the technique in changing the type of food or varying recipes.

This brings us to the next series of articles on the recent status of substituting one form of dietary fat for another; namely, (1) "Diet and Heart Disease" by T. B. VanItallie and S. A. Hashim; (2) "Fashioning a Vegetable-Oil Food Pattern" by H. B. Brown; (3) "Meat for Low-Fat Diets" by H. B. Brown and M. J. Spodnick; and (4) "Using the Vegetable-Oil Food Pattern" by A. P. Meredith.

The ratio of poly-unsaturated fatty acids to saturated fatty acids, sometimes referred to as the P:S ratio (discussed in *The Cornell Hotel & Restaurant Administration Quarterly*, Vol. 1, No. 1, 1960, pp. 60-64) involves a drastic decrease in the use of butter fat, plastic fats, a reduced intake of meats (beef, lamb), or an increase in poultry, fish, nut and plant seed oils. Vegetable oils have a higher percentage of unsaturated fatty acids than animal fats. Cookbooks on the subject of fatty acid "control" are appearing, and companies are producing new fats, cheeses, spreads and even an ice cream product.

The effect of these new foods on the cholesterol level in the blood serum has stimulated a great deal of research. Some of these results are still in dispute. However, two conclusions can be drawn from these articles: (1) Strokes, heart attacks and peripheral vascular disease appear to be a special type of atherosclerosis (coronary artery disease); and (2) Coronary heart disease is common in those having high cholesterol content in the circulating blood plasma.

Cholesterol (a fatty acid eater) content of the blood can be lowered through control of dietary fats. These dietary fats are classified according to the degree of unsaturation and to their effect on raising or lowering the serum cholesterol. A list of meats for low-fat diets is given with the average fat percentage. Fat provided by meats can be limited to about $\frac{1}{2}$ oz. a day, if meat is properly trimmed.

The Division of Research of the Cleveland Clinic Foundation marked out a vegetable oil pattern based on the dietary principles of limited intake of saturated fats to about $\frac{1}{2}$ oz. daily and of increasing the poly-unsaturated vegetable oils from 2 to 4 ozs. daily depending upon the energy requirements of the individual. Here again vegetable oil cookery has been

developed with recipes and advice for each of the patients on how to manage such a diet at home.

From Wisconsin Alumni Research Foundation at Madison, Wisconsin John J. Burdall, Philip H. Derse, and Lester J. Teply have reported on the "Nutrients in California Lemons and Oranges". There are tables that show the percentage composition of these fruits. Slightly more calcium (Ca), magnesium (Mg), phosphorus (P), potassium (K), and sulfur (S) were present in the juice and edible portions of oranges than in lemons. The iron (Fe) content of Valencia oranges was somewhat higher than that of lemons or navel oranges. Spectrographic analysis showed the presence of other minerals in trace amounts. Ascorbic acid is present in all three fruits (Valencia, navel oranges and lemons) and in quantities of nutritional significance. The recommended daily allowance of ascorbic acid or vitamin C for an adult male (70 kilos or 150 pounds) is 75 mg. (amount equal to the weight of a pin). Navel oranges contained 15 mg. per 100 gm. more vitamin C than juice from lemons or Valencia oranges. The total range in all three fruits is from 39-59 mg. vitamin C per 100 gm. The edible portion of navel oranges also contained considerably more total ascorbic acid than the edible portion of Valencia oranges. Other vitamins were shown to be present; 100 gm. edible portion or juice of oranges tested would contribute from 2-8 percent of the daily allowance of niacin, riboflavin and thiamine. Lemons contain less of these nutrients.

Another article deals with "Attitude and Concerns of Professional Groups as Related to Labor Relations" by W. M. Young. It is a general discussion of the meaning of labor, bargaining, and labor relationships with professional persons. This article is of interest since it offers explanations in simple outline form. A brief discussion of "Saridele" the new soybean extract, to which is added sesame seed extract, vitamins and minerals, is given on page 562. This dehydrated soybean milk is now produced in quantity in Indonesia to the amount of 2½ tons daily, enough to equal the milk produced by 1,500 cows. To use, "Saridele" water only is added. This is the result of the United Nations F.A.O. and UNICEF research program to increase the nutritional level in the countries where starvation has prevailed.

The *Journal of the American Dietetic Association* abstracts briefly the highlights from related journals, which can be found and perused further if one is interested. This service is a great boon to many of us who have a limited time to read.

Laura L. W. Smith, Ph.D.

Ice Cream and Frozen Desserts

ICE CREAM AND RELATED PRODUCTS, by J. H. Frandsen and W. S. Arbuckle. Westport, Connecticut: The Avi Publishing Co., Inc. 372 pages. 1961. Domestic, \$10.50—Foreign, \$11.50.

A lady became interested in butterflies and enrolled in a course on the subject. She reported that she had learned a lot; in fact, she had learned more than she really cared to know. So it was to this re-

viewer, reading *Ice Cream and Related Products*. However, if one aspires to competence and profit in the ice cream industry, this text is a must.

Professor H. H. Somers of the University of Wisconsin wrote the leading text on ice cream some years ago. This text is out of print and Professor Somers died several years ago. The schools teaching dairy science therefore had no text on ice cream and have been relying on assigned readings, association manuals and lectures. This method of using many sources of information has the merit of keeping the information up to date. The question then is: Will Messrs. Frandsen and Arbuckle's book become the text or will it serve as a library source for students and manufacturers of the ice cream industry?

We owe a debt to those who will collect and publish so much information between covers for the convenience of those needing and using this information—especially since the market is limited for such a text.

From the table of contents, it is evident that *Ice Cream and Related Products* is an encyclopedia in its field. Some examples:

Its History: 15th Century ice cream mentioned in print in 1769. Mrs. Alexander Hamilton served ice cream at a dinner attended by George Washington, 1789.

Its Place in the Economy: Ice cream used 7.6 percent of total milk produced in 1960.

Its Food Value: Can be used in diet to lose weight as well as to gain weight.

A Glossary and Classification of Ice Creams: "Mellorine is a product similar to ice cream in which the butterfat has been replaced by a suitable vegetable or animal fat. . . ."

Federal and State Regulations: Legal specifications as to minimum percentages of fat, minimum weight per gallon and maximum percentages of stabilizers, minimum food solids per gallon.

Composition and Properties: The cost of ice cream is raised about 5 cents a gallon for each percent of increase in milk fat when the fat costs \$1.00 per pound. There is an interesting table on page 33 which gives the advantages and also the limitations of the various ice cream constituents.

Ice Cream and Related Products is well indexed so that the student or technician can easily locate discussions and facts; i.e., viscosity whipping ability, mix stabilized, casein.

Casein

"Casein is the major protein of milk and it occurs only in milk. It comprises approximately 80 percent of the total protein. In the pure state casein is white, odorless and tasteless. It occurs in milk in colloidal state. It may be removed by filtration through a porcelain filter and casein particles as they occur in milk can be observed with an ultramicroscope or by use of a dark field attachment. The particle size of casein ranges from 1 to 100 millimicrons, with an average size of 40 to 50 millimicrons. Casein is found in milk in combination with calcium caseinate. It is precipitated by enzymes, alcohols, heat, various salts and by acids at a pH of 4.6. A temperature of approximately 270°F. is required to coagulate the casein of a high quality milk."

Saccharin—

"Saccharin, the first so-called "artificial sweetener" to be used commercially, is not a sugar, but a product derived from coal tar. It has a sweetening effect up to 550 times that of sucrose. The Federal food laws (U.S. Dept. Agr., Food Inspection Decision 135) prohibit the use of saccharin in foods since the continued consumption of more than 0.3 gram per day is liable to impair digestion because of its antiseptic power and preservation action. However, special permission is sometimes granted for its use in making so-called "diabetic ice cream." In such cases, as little as ten grams or less of saccharin per 100 pounds of mix will approximate 15 percent sugar."

In the chapters on calculations of ice cream mixes there are easy-to-follow and worked-out examples of formulas that show how to find:

1. Number of pounds of non-fat dry milk solids or condensed skim milk when using fresh whole milk or skim milk.
2. Amount of sugar needed.
3. Needed amount of cream or butter.
4. Amount of stabilizer needed.
5. Needed amount of sweet whole milk or sweet skim milk.
6. To make the total solids test.
7. To compare with weights and percentages in the desired mix.
8. Compute the cost of the mix.

There are also directions for "saving the day" in case the operator has made mistakes in the amounts of ingredients. This is called restandardizing an incorrect mix.

The authors have an ample discussion on freezing, composing mix, batch and continuous processing; automation, HTST; UHT and Vacreation Pasteurization; purpose, effects and methods of homogenization; cooling and aging the mix; automation, packaging, and all the equipment involved in the ice cream manufacture.

On "automation" the text cites the following:

This analog computer at H. P. Hood & Sons of Boston, one of the nation's leading processors of dairy products, solves ice cream mix formulae. Developed by Minneapolis-Honeywell's Brown Instruments Division, computer complements a fully automatic ice cream batching operation, the first such installation of its kind. Ice cream mix recipes change daily due to variations in butterfat and other contents of dairy ingredients, but computer comes up with right answer in matter of minutes. Recipe, digitally coded on punch card, is then "read" by other electronic devices that open valves and measure flow of ingredients to blending tanks."

On Page 60, there are tables giving the list of approved additives, emulsifiers and sweeteners other than sugar; i.e., approved by U.S. Food & Drug Administration. The 59 illustrations, 75 tables and the 24 chapters in this 372-page volume give an idea of the coverage of the subject by the very competent authors.

If the ice cream does not turn out as expected, the book lists all the possible defects and what the

causes may be. How to grade and score ice cream is included. And to complete this ice cream encyclopedia the authors, J. H. Frandsen, M.S. and W. S. Arbuckle, Ph.D., have chapters on the important business of bringing the ice cream to the consumer. They discuss sales outlets, soda fountains, and soda fountain terms along with recipes for syrups, sundaes, parfaits, and other delicacies of the fountain.

The need exists for a text on ice cream. *Ice Cream and Related Products* answers this need. It is the only book in print on the subject and will be most welcome on many college campuses and on the desk of ice cream manufacturers.

—Prof. J. William Conner

Wall Street Journal Comments on Pre-Cook Foods

PRE-COOKED FOOD ITEMS, by Axel Krause. *Wall Street Journal*, June 23, 1961, p. 1.

Mr. Krause's exposition in regard to the new pre-cooked food items indicates that the retail food service industry is neither ready for nor enthusiastic about them. He mentions the latest so-called convenience foods and two companies that have launched extensive campaigns to introduce these items. But he ignores the efforts of the many, many other firms that are in the business on a strictly competitive basis.

This article cites several owners of good restaurants as advocates of the prepare-it-yourself school and uses their logic in interdiction of the use of convenience foods by the retail food service industry. The equipment, personnel, and peak period problems cited would appear possible of solution by management of the food service unit without all of the anguish raised by Mr. Krause's interviews. As a matter of fact, the \$3,500.00 electronic oven mentioned is at present the least satisfactory way to defrost and reconstitute the 10-portion units of the newer convenience foods.

The statistics cited in regard to sales and potential sales appear to refute the contentions advanced in the narrative. Admission is made that the products are being used surreptitiously by many restaurateurs. The past and present wide usage of convenience foods in our industry, particularly in institutions and governmental units, is not touched on. Especially missed is coverage of the use of cake and doughnut mixes and the extensive use of extracts in soup and sauce seasoning. The enormous quantities of pre-cooked items used by the military in the last war and the intensive research for new items of similar type are not cited.

Perhaps over-emphasis on the miracle nature of these items has caused the sour note in this presentation.

Like the persons who tended to resist the automobile and preferred old Dobbin's gait, we (including Mr. Krause) are going to have to ride along with the new methods and new products if we are to keep up with our contemporaries.

—Com. L. E. Bond, U.S.N. (Ret.)

USDA Reports on Processed Foods in Cafeterias

EXPENDITURES FOR PROCESSED FOODS, Bulletin 458, Marketing Research Report, United States Department of Agriculture, Washington 25, D.C. 1961.

This booklet reports the findings of a 1956 survey made by the USDA of 6,000 company cafeterias that employ 250 or more workers. Cafeterias tend to purchase foods that require but little additional preparation before service.

Of the processed foods purchased, bread and other baked products constituted 40 percent; canned products, 21 percent; frozen foods, 8 percent; cured products, 6 percent; dried products, 1 percent. The remaining 34 percent of processed foods purchases included ice cream, luncheon meats, prepared meat dishes, soft drinks, butter, mayonnaise, salad dressings, and the like.

Vending machines were operated in 90 percent of the plants, with soft drinks the major sales item followed by candy, peanuts, and gum.

A similar survey, if made in 1961, would probably show that during the intervening five years more pre-prepared fruits and vegetables as well as frozen and freeze-dried foods were in use. The greatest change would probably be in the increased number of vending machines, particularly those offering hot and cold food dishes.

Training Restaurant Personnel

AN EVALUATION OF THREE ADULT EDUCATIONAL METHODS FOR DISSEMINATING TRADE INFORMATION TO MISSOURI RESTAURANT OPERATORS (Ph.D. Dissertation, Florida State University, Tallahassee) 1961. John Mershon Welch, Extension Economist, Marketing Food Service Industry Program, College of Agriculture, University of Missouri, Columbia, Missouri.

This is a study of the application of the adoption concept to the evaluation of adult education processes in the field of restaurant management and the analysis of certain characteristics of those who adopted the practices recommended.

Techniques and instruments were developed to evaluate specific educational processes in terms of the degree to which practices recommended were adopted. Additional techniques and instruments were developed to identify certain individual characteristics of participants in terms of their relationship to the adoption of recommended practices. In both cases the data were tested to determine the degree of statistical significance.

Individual characteristics tested included: socioeconomic status, social participation, age, education, managerial experience, and sex. Adoption scores measured were: adoption resulting from prior influences, adoption from the adult education processes studied, and total adoption from all sources. Two adult education processes were tested: (1) a group method—the Restaurant Management Clinic, and (2) a mass media application—the distribution of an Ex-

tension circular. These were combined to form a third process, and both were tested for participant satisfaction by attitude tests.

The four metropolitan areas of Missouri were selected for the study. A Clinic of two day duration was conducted in each of the four areas.

In each of the four areas four random samples were drawn: two from the Clinic roster and two from a list of restaurants in the area from which Clinic participants had been deleted. The Extension circular was sent to one sample from each source and was withheld from the other. The fourth sample had no contact with the sources of information. Following an "impact" period of two months, data were collected by a personal interview survey from 100 respondents, divided proportionately among the four samples.

The degree of adoption for each practice recommended was determined by interviewing respondents and by observing the application of the practice in the business. This provided an adoption score from prior influences, from study processes, and a total adoption score.

FINDINGS

1. Each of the three educational processes employed produced significant gains in the adoption of recommended practices. No gains were made by the sample not subjected to study processes.
2. The Clinic was found to be significantly better than the distribution of the Extension circular, which was, in turn, significantly better than dependence on indirect influences as processes for the diffusion of trade information to Missouri restaurant operators. Supplementing the Clinic by the distribution of the circular to one sample of Clinic participants did not produce any significant gain in adoption.
3. None of the individual characteristics tested were found to be significantly related to the adoption of recommended practices among Clinic participants sampled. Socio-economic status, social participation, and education were found to be significantly related to the adoption of recommended practices among those sampled from the group receiving the circular and the group having no contact with the sources of information.
4. No channels for the diffusion of trade information through indirect influences were identified as operative within the restaurant industry in Missouri.

Preparation of Meats

LET'S CUT MEAT (Cornell Extension Bulletin 1053), by Professors J. J. Wanderstock and G. H. Wellington, Cornell University. Address: Mailing Room, Extension Division, N. Y. State College of Agriculture, Cornell University, Ithaca, New York. 32 pp. 1961. 10 cents.

This 32-page pamphlet, profusely illustrated, is written for the farmer, the homemaker, and for institutions. It shows, step by step, the acceptable methods for cutting beef, veal, lamb and mutton, and pork. The instructions are clearly worded and the various steps are shown in photographic detail. This booklet is especially helpful in preparing portions and cuts for freezing.

Wine Making and Evaluation

TECHNOLOGY OF WINE MAKING, by M. A. Amerine and W. V. Cruess. Westport, Connecticut: The Avi Publishing Co., Inc., 720 pages. Domestic, \$19.00—Foreign, \$20.00.

This volume, the first book published in English on the technology of wine making, covers wine manufacturing methods both in California and in Eastern United States and Canada. The various causes of the deterioration and spoilage of wine are indicated as well as the methods of preventing these undesirable changes. The chemistry of aging various types of wine is discussed and optimum conditions for aging indicated. The latest methods of evaluating wines and brandy are outlined in detail.

Manual for Cashiers

THE CORRECT CASHIER FOR HOTELS AND RESTAURANTS, by Janet Lefler and Salvatore Calanese. New York: Ahrens Publishing Co., 1961. Pp. 60. \$2.00.

This well-illustrated manual sets forth in detail the mechanics of cashiering and includes a special section on the operation of the NCR 2000 and the NCR 42 posting machines. The cashier-student is also given helpful advice on his other duties, including that of building good will and repeat business.

The Consumer's Influence on Business

THE SPENDERS, by Stuart Henderson Britt. New York: McGraw-Hill Book Co., Inc., 1961. Pp. 293. \$4.95

This book, directed to the consumer, takes a fresh approach in interpreting why and how people spend their money. It explains in a clear manner such major subject areas as market research, projective techniques, and buying patterns. Among the major studies reported is *Life's Study of Consumer Expenditures*.

Hotel and restaurant men will find this book a useful primer on present-day marketing, advertising, and consumer spending surveys.

Understanding Persuasion

THE STRATEGY OF DESIRE, by Ernest Dichter. Garden City, New York: Doubleday & Company, 1960. Pp. 314. \$3.95.

As market researchers and opinion pollsters have been long aware, people queried about their actions are more likely to give a rational explanation for their behavior rather than the real reason. Often, too, they are themselves unaware for their real motives—or else give an answer they believe will please the interrogator.

Motivational research takes a new approach to understanding human behavior and attempts to learn through intricate, basic questioning why people act as they do. Such "studies in depth" must necessarily be restricted to a selected sampling of persons who typify certain social and income groups.

Among the many psychologists, psychiatrists, and others who delve into reasons that may explain "What Makes Sammy Run," or "Why Jane Doe prefers X Brand," Dr. Dichter communicates his concepts in a simple clear manner. He offers the reader his interpretation of psychological dynamics without burdening him with involved technical details.

The hotel or restaurant man seeking a better understanding of guests or employees will find this book helpful.

Dr. Dichter will focus his findings on resort hotel promotion when he addresses the members of the Eighth Annual Hotel Management Workshop at Cornell on January 15-19, 1962.

Building Staff Organization

STAFF IN ORGANIZATION, by Ernest Dale and Lyndall F. Urwick. New York: McGraw-Hill Book Co., 1961. Pp. 241. \$6.00.

Dr. Dale, a recognized authority in administrative staffing who has been consultant to many large companies, and Mr. Urwick point out the need for effective organization of executive talents in today's competitive economy. The inefficient company faces either dissolution or being taken over by a better-organized and more aggressive competitor.

The book takes to task the "one-man" administrator who has built up a company beyond his ability to manage it alone. Beginning their profiles of inefficiently organized companies with the story of Moses' forty years in the wilderness, the authors then show how the solution found by Moses has been applied successfully in other companies through delegation of duties to an organized staff of lieutenants.

The need is stressed for careful delegation of responsibility, for clear-cut lines of executive authority, for regular and open lines of communication, and for the development of executive replacements. Numerous case studies are given and the book is illustrated with helpful charts and diagrams.

Dr. Dale, the major author, has been on the faculty of the Graduate School of Business and Public Administration at Cornell and has also addressed workshop groups conducted by the School of Hotel Administration.

Summer Work Practice Aids Students

"Summer is for learning as well as earning," the faculty of Cornell's School of Hotel Administration advises the student body of 400. These students work in jobs at every level—bellboy or desk clerk to auditor or even manager.

Summer earnings admittedly are important, since nearly all of the students hope to earn part of their college expenses for the next year. But, to his professors, the nature of the duties that a student performs on his summer job and how well he performs them are of primary importance.

The School's administration firmly believes that textbook instruction must be coupled with satisfactory job performance before a student is eligible for his degree. Thus, before enrolling in his senior year,

a student must earn 60 units of "work practice." This work-practice requirement is administered by a year-round committee that keeps a fulltime job co-ordinator and inspector on the road all summer checking upon the students' performance.

To meet the 60-unit work-practice requirement, the absolute minimum requirements are 20 weeks' work (two summers) on an approved job in an approved operation and the filing of 20 acceptable, detailed reports about the work situation.* The typical student finds it necessary to work 30 weeks and to file about 30 reports. The majority have had hotel or restaurant experience before they enter the School, for which they may file practice reports. And most students work full time for all three summers as well as part-time at local jobs during the college year.

A year or so ago, Dean Robert A. Beck had one of his classes make a survey of the types of jobs that students then in school had held during the previous summer. Of the four classes, ranging from entering freshmen to students in their senior year, 274—or about 68 per cent of the students—filled in a detailed report concerning jobs and earnings for the summer just completed. The jobs reported were classified according to operating departments of hotels, restaurants, and clubs. Another category—"Other"—was set up for such hotel and restaurant jobs as accounting, sales, and advertising.

Most of the students reporting (141) had found jobs in hotels—81 in resorts and 60 in commercial hotels. The next largest group (69) worked in restaurants or similar food service operations. Another 29 were employed in clubs. The remaining 35 students were employed in hotel or restaurant accounting, advertising, or sales.

That many of the students surveyed were well on their way to becoming managers was evidenced by the number who had held management jobs during the previous summer: 18 had been managers; 32 had been classified as assistant managers; and still another 32 had been management trainees.

The kitchen area attracted the most students as summer workers (72), with the dining area second (41), while 14 others worked in bar areas. The jobs held ran the gamut from kitchen worker to chef and from busboy to head waiter.

Earnings ranged from a monthly average of about \$215 for the entering freshman (usually 18 years old or younger) to \$311.30 for the seniors. From freshman to senior, there was a substantial increment reflected in earnings as the student acquired more experience and training with each year spent in school. The greatest difference in average monthly earnings was that between entering freshman (\$215) and the sophomores (\$272)—indicating that one year's instruction plus an added year of maturity can make a young man more valuable to his employer.

—adapted from a report submitted
by Peter Marker, '61

* This arrangement permits a student who is an officer candidate in military training at Cornell to spend the summer before his senior year in an R.O.T.C. or N.R.O.T.C. training school.

Food • Culture • Customs

A collection of rare cookbooks, manuscripts and other memorabilia reveals how much we have changed and also how little in some aspects.

By Frances Lowe

Long before the days of expense accounts and government scrutiny of entertainment deductions, the law kept a close watch on the generous host and might even drop in on his dinner party to see what he was serving.

The ancient Roman, as a result, was miserably fed. Since the amount he could spend on food and entertaining was limited by law, he had to go underground if he craved exotic foods. Recipes for such special dishes as roast suckling pig were exchanged via the black market.

So says the "Apicus Coelius De Arte Coquinaria," the oldest known cookbook in the world. The late Joseph Vehling's translation of this rare volume is part of the most extensive library on cooking and the history of food preparation in existence, at the Cornell University School of Hotel Administration.

It tells us that such gastronomical delights as Nero is said to have enjoyed were few and far between in ancient times. "The daily grind of the average Roman was meager," Mr. Vehling wrote. "In Caesar's and Augustus' reigns, law limited the sum that could be spent for public and private dinners, and inspectors checked every party." Bootleg cookery resulted, and gourmets went underground.

The Greeks showed the Romans how to fatten and cook chicken, the book tells us. It includes recipes for such gourmet dishes as roast suckling pig glazed in honey; asparagus cooked in coconut milk (place the vegetable "backwards" in the boiling liquid); and pumpkin stewed with hen, garnished with peaches and truffles, and seasoned with herbs, caraway, oil and vinegar.

The Vehling Collection, given to the School of Hotel Administration by Mrs. Alice Statler, contains some 480 titles, more than a third of which have never been traced to the Library of Congress.

Among them is a 1736 copy of "Bailey's Household Dictionary for the Use of Both City and Country Shewing," with directions for hiving bees, herb healing and making lozenges of buttered oyster shells to cure heartburn. It includes a "receipt" for an "extraordinarily good" plum cake

of three and one-half pounds of flour and one and one-quarter pounds of butter. Recipes are mixed with household hints, so that directions for grinding rice for flour for rice pudding are mixed with a cure for rheumatism that includes asparagus root, treacle and nettles.

An Italian four-volume set on cookery, carving and household management by Cesare Evita-scandalo gives us insight on the living style of Renaissance society. The author was Maitre d'Hotel to the Imperial Ambassador to the Vatican, a position which involved unlimited responsibility, from the supervising of attendants to the management of the kitchen—no trifling matter in those days of quick and easy poisoning.

A French cookbook of the 18th Century is "L'Ecole Parfaite des Officiers de Bouche," renowned for its instructions to carving masters. "A server should be well-bred, pleasing, civil, amiable and well disposed, his carriage grave and dignified, his appearance cheerful, his eyes serene . . ." we are told.

The first edition of "De Honesta Voluptate" by Platina appeared in Rome in 1474, and enjoyed such immediate success that translations into Italian, French and German were made. In this cookbook caviar, frogs and consomme receive new interpretations. Platina did not live to enjoy his fame, but today he is considered the founding father of European and especially French cookery.

A 17th Century book is "Oevres Charitables," a popular handbook by Philbert Guybert, a Parisian physician who gives directions on using arsenic, making jello and embalming in the same pages.

The splendour of the feasts of the epicurean Renaissance period is revealed by Missisbugo (1588), cook to the cardinal of Ferrara, and by Michael Wright (1688), steward of the Earl of Castlemaine who was ambassador to the Vatican. In spite of the refinements of the age, they reveal, the use of the fork was an extravagant luxury, and distinguished guests must be served portions which could be eaten gracefully with the fingers.

Continued on page 104

A Bibliography *especially prepared for* Hotel *and* Restaurant Administration *and* Related Subjects



A Selected List of Books, Pamphlets and Articles from 1960 Periodicals.

Katherine Spinney, *Librarian*
School of Hotel Administration
Cornell University

Published by *The Cornell Hotel & Restaurant Administration Quarterly*, with the aid of the Statler Foundation.

HOW TO USE THIS BIBLIOGRAPHY



This is the eleventh Bibliography prepared by the reference librarian of the School of Hotel Administration at Cornell University. Copies are available for all past editions (1951-1959, except that of 1956). They can be obtained for 25 cents each by writing to the School.

The Bibliography which follows is compiled from those articles that were indexed during the year 1960. A list of the periodicals included can be found at the end of the Bibliography together with the address of the publisher. A selected number of books and pamphlets have also been included in this publication.

The standard Library of Congress subject headings have been used and arranged with proper cross references so that related subjects may readily be linked together. Naturally, the research worker must examine further subjects according to his own projects.

Articles about individual hotels and restaurants have been listed under the heading "Hotels" or "Restaurants." Those about the industry in general have been lumped under "Hotel industry" or "Restaurant industry." On the other hand, when the reference deals with a chain or corporation, it has been listed under the heading "Corporations." When a specific subject is dealt with, then, of course, it is placed under its own heading, such as "Building" or "Housekeeping" or "Management," as the case may be. Subjects have been subdivided when further description is warranted. The main endeavor has been to keep this presentation consistent with other issues.

Due to the pressure of circumstances, this index is not as complete as one would like. For instance, many biographies have not been included. The major effort has been to bring together some factual information which may, in the years to come, increase with the cumulation of time.

The material listed is available for ready reference in the Library of the School of Hotel Administration at Cornell University.

KATHERINE R. SPINNEY

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- NRA News Bulletin. National Restaurant Association, 1530 North Lake Shore Drive, Chicago 10, Illinois.
- National Provisioner. National Provisioner, Inc., 15 West Huron Street, Chicago 10, Illinois.
- New England Business Review. Federal Reserve Bank of Boston, Massachusetts.
- Pacific Coast Record. Pacific Coast Record, Inc., 412 West Sixth Street, Los Angeles 14, California.
- Pennsylvania Hotel Herald. Hotel Herald Company, 317 State Theatre Building, Harrisburg, Pennsylvania.
- Personnel. American Management Association, 330 West 42nd Street, New York 18, New York.
- Personnel Journal. Personnel Journal Inc., Swarthmore, Pennsylvania.
- Printers' Ink. Printers' Ink Publishing Co., 205 East 42nd Street, New York 17, New York.
- Progressive Architecture. Reinhold Publishing Corporation, 330 42nd Street, New York 17, New York.
- Quick Frozen Foods. E. W. Williams Publication, Inc., 82 Wall Street, New York 5, New York.
- Resort Management. Resort Management Inc., Box 5747, 1509 Madison Avenue, Memphis 4, Tennessee.
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- Restaurateur. Washington Restaurant Association, WRA Building, 2003 Eye Street, N. W., Washington, D.C.
- Sales Meetings. Bill Brothers Publications, 1212 Chestnut Street, Philadelphia 7, Pennsylvania.
- Sanitarian. National Association of Sanitarians, University of Denver, Denver 10, Colorado.
- South African Hotel Review. National Federation of Hotel Associations of South Africa, Beaufort House, Bree and Hout Streets, Cape Town, South Africa.
- Southern Hotel Journal. Southern Hotel Journal, Box 448, 2534 Oak Street, Jacksonville, Florida.
- Tavern Talk. Tavern Talk Publishing Co., 910 Central Street, Kansas City 5, Missouri.
- Texas Hotel Review. Hotel Review Company, Inc., 7th Floor, Crockett Hotel Building, San Antonio 5, Texas.
- Tourist Court Journal. Tourist Court Journal Company, Inc., 306 East Adams Avenue, Temple, Texas.
- Transcript. Harris, Kerr, Forster and Co., 18 East 48th Street, New York 17, New York.
- Vend. Billboard Publishing Company, 2160 Patterson Street, Cincinnati 22, Ohio.
- Volume Feeding Management. Conover-Mast Business Publications, Inc., 205 East 42nd Street, New York 17, New York.

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Bellman Publishing Company, Cambridge 38, Massachusetts.

Blue Water Seafoods, 1200 West 9th Street, Cleveland 13, Ohio.

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Bristol Myers Company, Educational Service Department, 45 Rockefeller Plaza, New York 20, New York.

British Information Service, 30 Rockefeller Plaza, New York 20, New York.

Burgis Publishing Company, 426 South 6th Street, Minneapolis 15, Minnesota.

C. C. Thomas, 301-327 East Lawrence Avenue, Springfield, Illinois.

California Department of Industrial Relations, Division of Labor Statistics and Research, 455 Golden Gate Avenue, San Francisco, California.

California State Printing Office, Sacramento, California.

Canadian Government, Department of Fisheries, Ottawa, Canada.

Certified Associated Restaurants, 121 Hennepin Avenue, Minneapolis, Minnesota.

Chamber of Commerce, Labor Relations Department, Washington 6, D.C.

Chapman and Hall Ltd., Kingswood House, 1068 Broadview Avenue, Toronto, Ontario, Canada.

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Columbia University Press, 2960 Broadway, New York 27, New York.

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Federal Security Agency, Department of Health, Education and Welfare, Health, Education and Welfare Building, 300 Independence Avenue, S. W., Washington, D.C.

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Thomas Y. Crowell Company, 432 Fourth Avenue, New York 16, New York.

U. S. Department of Agriculture, Office of Information, Washington 25, D.C.

U. S. Department of Commerce, Field Services, 1015 Chestnut Street, Philadelphia, Pennsylvania.
U. S. Government Printing Office, Division of Public Documents, Washington 25, D.C.
University Bookstore, Florida State University, Tallahassee, Florida.
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Ziff-Davis Publishing Company, 366 Madison Avenue, New York, New York.

Food, Culture, and Customs

Continued from page 46

Table etiquette during the Renaissance, in fact, was going through considerable change, especially in the homes of the upper class. As merchants and others became increasingly well to do, they also purchased china, crystal, cutlery, and silver service. How to set a table properly and how to serve with elegance became matters of much concern. Even the position of the fingers in holding a knife and fork and the exact maneuvers a diner should use in conveying food to his mouth were matters of anxiety.

A Florentine major domo resolved such niceties through his book *Il Convito* in 1615. Later on, Baron Theodor von Hulden brought table manners up to date for nineteenth century Europe by publishing in German *Vade-mecum to the Dinner Table*, which was promptly translated into English.

Wine uses and wine-making have been subjects of interest for centuries. From the beginning they were a requisite in entertaining, but Hip-

pocrates also began to use them for their therapeutic values, as the French still do. After him Cato, Varro, Columella and Pliny discussed how to preserve and prepare wine.

Another interesting cookbook which combines recipes with cures is Charles McKenzie's book published in 1829. His interests range from metallurgy and arts and crafts to cookery and beauty care, and he touches on popular medicine, home economics, plants and animal industries. He includes information on how to make roads on Macadam's system, how to make a dentifrice out of strawberry juice, and concoctions to prevent nightmares and cold feet.

The collection also includes a number of interesting old prints and cuts, largely of early English inns and taverns. There are also layouts and seating arrangements for special banquets and state dinners of note held during past generations.

The *Quarterly's* Editorial Board plans to publish reviews and excerpts of several of these books in forthcoming numbers. A bibliography listing the major titles may be obtained by writing to the School's library and enclosing 25 cents.—Ed.

Pretzeleennial

This year marks the 100th anniversary of commercial pretzel making in America. The first real pretzel factory in this country was opened in 1861 in Lititz, Pennsylvania, by Julius Sturgis who is said to have obtained his recipe from a hobo friend. Sturgis' original factory is still twisting pretzels.

Pretzel eating can be traced back at least 1500 years for a fifth-century manuscript includes a drawing of a pretzel. There are many stories about the pretzel's origin. A favorite one is that monks used them as rewards to children for saying their prayers. The pretzels—called "pretiola" or "small gifts" in Middle Latin—were strips of dough left over from breadmaking which were twisted to resemble a child's arms folded in prayer.

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Dean-Emeritus H. B. Meek of the School of Hotel Administration at Cornell University poses with 33 of the 48 foreign students who were enrolled in the School last May. The occasion marked by the picture was a banquet prepared by the students that featured over 100 dishes, representing each nation's cuisine, to honor Dean Meek upon his retirement. The banquet hall was decked with each country's flag, with the United Nation's banner as the dominant theme. Photograph by John L. Gillespie, '62

Foreign Students at Cornell University

Foreign students each year constitute from 12 to 15 percent of the student body of nearly 400 enrolled in the School of Hotel Administration at Cornell. During the past few years, these students have come from every continent on the globe and from over 50 countries. Many have previously been graduated from institutions of higher education in other lands. Some are sons or daughters of prominent hotel and restaurant men abroad. Others have been sent by their governments to obtain instruction that will help upgrade their country's hotel industry. A few are sponsored by relatives, friends, companies, or educational foundations in the United States.

Students from abroad impart a welcome cosmopolitan influence on, and outlook toward, hotel and restaurant administration for American students. In turn, the foreign students quickly become absorbed into their American classmates' many activities. Through mutual work and social contacts, the foreign and American students build lasting friendships. These affiliations help engender a spirit of fraternity in the international work of hoteldom.

To one concerned with today's world tensions, it is indeed hopeful and heart-warming to see an Egyptian studying and working side by side with an Israeli in friendly cooperation; a Pakistani with an Indian; and a Vietnamese, a Japanese, a Scot, a Venezuelan, or a Peruvian in rapport with a Frenchman, a German, a Swiss, a Haitian, a Filipino, a Nationalist Chinese, a Columbian, a Canadian, an Italian, or an Austrian—and American students working with all of them and learning their languages, their customs, and their ideals.

In an industry dedicated to serving and protecting the traveler, whoever he may be, whatever may be his nationality, it is reassuring to observe the future leaders and their brotherhood in the School of Hotel Administration.

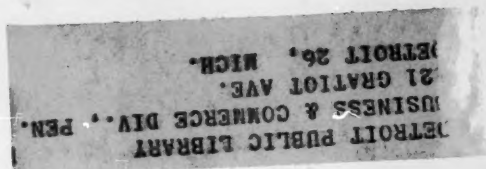
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October 23-27, 1961	Wholesale Grocers' Association of America
November 13-17, 1961	The Architect in the Food Service Industry
November 23- December 1, 1961	USAF Command Open Mess Supervisors Seminar
January 15-19, 1962	Eighth Annual Hotel Management Workshop Stage II in the "Forward Look in Resort Hotels"

For information concerning registration, housing, and fees write to: Professor J. William Conner
Workshop Director, Statler Hall
Cornell University
Ithaca, New York

